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Telling employees . . .

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COVER PHOTO

Shell Oil Company uses thirty of these three-dimensional displays to tell employees the story of oil from its origin in prehistoric forests to its use in jet fuel. All displays are in color. Half of them are animated by flashing lights or moving parts.

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NOTED IN BRIEF . . .

• Public relations men and women must fill many roles, but the most important may be that of social engineer—undertaking the gradual reorganization of human society—in the opinion of the JOURNAL's Editor. G. Edward Pendray gets down to cases with some basic discussion about the public relations craft and its future.

• What attitudes does the employee's family hold toward "the company"? John Mapes writes about some important findings relating to the opinions of these key groups which he calls "industry's invisible employees."

• Standard Oil Company (Indiana) ran a training clinic for its 38 branch office advertising and PR representatives. HOW WE DID IT explains the aims and modus operandi of the 4-week curriculum, believed to be the first of its kind in the oil industry.

• What's a *clinic*—a *panel discussion*—a *workshop?* How do they differ? What's the *Phillips 6-6 method* for holding effective meetings? Homer Calver comes up with some answers that both clear the air and point the way to planning better group discussions.

• Community relations based on the good neighbor policy has built Pepperidge Farm, Inc., the bakery success story which developed from one woman's oven where vision was an ingredient in the dough.

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Early PR

TESTIMONY to the value of professional public relations is welcome from any reputable source —and the more so when it comes from a distinguished man of broad experience in public life. Accordingly, we were delighted to come upon the following passage in Herbert Hoover's excellent article "I Never Wanted to See Europe Again" in the March 10, 1951 issue of *Collier's:*

> "In 1913, while I was in California, representatives of the Panama-Pacific Exposition, organized in San Francisco to celebrate the opening of the Panama Canal, asked my aid in securing the participation of British and other governments. Earlier efforts by diplomatic agencies and pompous delegations had failed. I engaged a British public-relations firm and started a campaign among industrialists. The British reversed their former decision not to participate."

Evidently our British brethren know how to do things!

Professions

BOOK PUBLISHERS are evidently very broad-minded fellows. Charles Scribner, at least, believes he would feel no twinges should anybody refer to the book publishers business as a "racket." We have it on the best authority: Mr. Scribner himself.

In reply to a recent letter of ours, complaining a bit about Scribner's advertisement of *The Build-Up Boys,* Mr. Scribner states as follows:

> "I feel certain that you will find that the word 'racket' has often been used about the book publishing industry, and in certain instances this may have been justified, but it has never hurt or offended me."

We wish we were as thick skinned when it comes to *our* profession. But the fact is, we aren't. So it pleases us a great deal to report Mr. Scribner's promise that his firm will no longer apply the word "racket" to public relations in future advertisements for this book. "Racket" may not be libelous—but nevertheless, tain't funny either, by golly.

Says Mr. Scribner in referring to his firm's advertisement on *The Build-Up Boys:*

> "I am very sorry to have you feel that this has done your profession harm. I can assure you it was not meant in that way. The book is a novel and was not designed to be any sort of an exposure of a profession. Our advertising has been prepared by a highly reputable agency outside of our office and I am certain that the use of the word 'racket' was meant in a colloquial sense, the way you often hear it mentioned half jokingly. As soon as we learned that there were objections to the word, it was taken out of all of our advertisements about the book."

The "highly reputable agency" wasn't named.

Enthusiasm

A. W. ROBERTSON, board chairman of Westinghouse Electric, has placed on his desk every Monday morning the motto: "Nothing can be accomplished without enthusiasm."

"I established this practice," he explained recently, "so that I would be reminded each week that enthusiasm has a driving power which, in truth, moves mountains and accomplishes miracles. Nothing is accomplished without enthusiasm. Enthusiasm looks forward; presses onward; carries through; holds on and persists until the goal is reached. Enthusiasm has a smiling countenance. It reflects optimism. It makes friends and overwhelms enemies. Enthusiasm is an absolutely necessary ingredient in every successful undertaking."

Everybody in public relations has a few mountains to move occasionally. Try enthusiasm.

•

"OUR ECONOMY has the tremendous advantage of possessing three and a half million business enterprises outside of agriculture," pointed out Prof. Sumner H. Slichter, of Harvard, recently in the *United States Investor.*

"This means that the American economy has nearly ten million places where innovations may be authorized. Ten million places where experiments may be tried, where no further authority is needed to authorize an experiment. No regimented economy can hope to compete in dynamic drive with an economy which possesses nearly ten million independent centers of initiative."

Getting down to fundamentals in public relations

"PR men fill many roles—and a leading one is that of social engineer. Social engineering is the application of social science to practical problems in human existence . . . Three new social sciences are semantics, social psychology, and social physics."

By G. Edward Pendray

Pendray & Company

As Dr. John Q. Stewart pointed out in the April issue of the Public Relations Journal, public relations men fill many roles, and a leading one is that of social engineer.

Social engineering is the application of social science to practical problems in human existence. City planners, lawyers, organizers, statesmen and business men are potential social engineers too. But to public relations men may go the most important social engineering role of them all: the gradual reorganization of human society, piece by piece and structure by structure, along lines that will lead to the greatest possible realization of human productivity and cooperation, combined with the greatest possible degree of human freedom and happiness.

That fine goal is yet a long way off, and if we are moving toward it today, it is more or less by accident. As social engineers we still cannot even identify with certainty what basic social sciences we are attempting to apply; let alone understand their principles.

To date, the practical public relations man has had to be both scientist and technician at the same time—using perception, observation, intuition and experience instead of the deeper kinds of knowledge that guide chemists, doctors, engineers or lawyers. A lot of us, in fact, are blissfully unaware of any basic sciences in our field. Public relations has developed up to now in spite of having little or nothing in the way of what other engineering arts call "fundamentals."

This phase of our development may be passing. A few fields of study are beginning to appear which may provide some basic science applicable to public relations.

One of these "disciplines" is certainly the relatively new field called general semantics. Several years ago the late Dr. Alfred Korzybski, a Polish teacher of mathematics and physics, and founder of the Institute of General Semantics at Lakeville, Connecticut, began to study the nature of words and other symbols. This led him to an examination of the processes by which human beings learn about the world in which they live, and the ways in which they communicate with each other. In the course of this work Korzybski made some discoveries of far-reaching importance about the relationship of words, symbols, logic and mental disturbances. He first embodied this material in a book, *Science and Sanity*, published in 1933.

Semantics sheds light on understanding and communications

General semantics has application to the treatment of mental disorders and similar individual human problems. But the bright light it sheds on human understanding and communications is what primarily interests public relations people. Semantics takes a new look at an old phenomenon: the meaning of meaning; and comes up with some fascinating and highly useful restatements and re-evaluations of matters that have become so familiar that few of us any longer take the trouble to analyze or understand them.

As anybody realizes who thinks about it a little, what a person believes he knows about the "real" world is "true" only in that he believes it to be true. Knowledge comes to us through the several senses of sight, hearing, touch, taste, smell, pressure, and many others. Events outside our bodies make an impression on our nervous systems through some action on various receptor organs. The impressions are then translated by our nervous systems as having "meaning." The meaning is just a comparison with some similar experience or experiences we have had earlier. The experience may then be given a name, and this name or word becomes the "symbol" of the experience.

Example of a mental symbol

For example, a ray of sunlight falls upon a four-legged, furry creature. Some of the light is reflected from the creature to your eye. There it forms an image on your retina, stimulating the nerve endings in that part of your body. Your nervous system identifies the image with previous, apparently similar images, to which a name has been given. So, this time, you identify the image as that of a creature called a "cat." You may say, "It's a cat." But the image isn't a cat; it's just a pattern of light and shadow on your retina. The word "cat" isn't a cat either. In fact, the cat itself isn't just a cat; it's a specific cat. It differs quite a little from many other cats; yet to your nervous system they all have one identity and one name. The cat in your mind—and the whole "race" of cats as you conceive them—is not "real"; it's only a mental symbol, a concept.

Now, when it comes to dealing with

G. Edward Pendray, senior partner of Pendray & Company, New York, industrial public relations counsel, is a writer and speaker on public relations and scientific subjects; a contributor to research, particularly in the field of rockets and jet propulsion; and a leader in the advancement of economic, scientific, and engineering education. He was graduated from the University of Wyoming with a B.A. degree in 1924; received an M.A. from Columbia a year later; and in 1943, recognizing his work in science and public education, the University of Wyoming awarded him a Doctor of Laws honorary degree. He is a PRSA Director, and Editor of the *Public Relations Journal*.

Based on paper given before the Public Relations Conference of the Houston Chapter, PRSA, April 24, 1951.

things like cats, houses, physical objects and such, the problem of understanding the world is relatively simple. Because the cat or the house or the persons referred to can be examined with the other senses too: by touch, hearing, smell, and the like. There is a "real" object of some kind causing all the commotion, and thus the thing we are talking about has a "referent": something real to which we are referring.

But when words take on more abstract meanings, we begin to have trouble. For example, what is the referent —and hence the meaning—of such words as "honor," "glory," "race," "shame"? These words have no referents in the real world. They are figments of imagination: symbols of symbols of symbols. Consequently they can—and probably do —mean one thing to one person and something else to another. People can generally agree pretty well on the meaning of "cat"—but how can they be expected to agree on something called "the rights of man," which nobody can see, feel, taste, touch or smell?

Same words—different language

This is why we have so many difficulties of communication when we discuss matters like "the free enterprise system," "a fair day's work for a fair day's pay," and the like. We are using language and dealing with ideas that have no referents. And we are continually surprised when other people don't seem to get our meaning. This doesn't mean that ideas embodied in such words and phrases aren't "true," or aren't "important." It does mean that they cannot be defined in terms of real objects, on which it is fairly easy to agree—but only in terms of other words, symbols or abstractions, which may have as many different meanings as there are people. What is "fair" to the boss, for example, may be anything but "fair" to the employee, and it isn't surprising that though employers and employees appear to be using the same words, they often do not seem to be talking the same language.

General semantics as a science still has a long way to go, but it already has a lot to teach anyone who has something to communicate to other human beings. And since communications is basic to most phases of public relations practice, no public relations man can afford to be uninformed today regarding it.

Another field of growing importance to public relations is social psychology. This can be loosely defined as the study of what makes us behave like human beings. More strictly, it is the study of the behavior of individuals in their reactions to other individuals and in social situations.

As in the case of general semantics, the basis of this science is a re-examination of what seems to be true, and the statement of it in terms that make us take a new look at what is really going on.

Culture patterns

To most of us, the particular culture pattern in which we live is the very embodiment of the right way to do and think. We generally do not realize that all we do and think has been carefully trained into us by the innumerable forces of the society of which we are a part: that from our earliest hours we have been carefully conditioned to react in these ways, and to accept society's controls, until we now automatically consider them as the right and natural and inevitable ways, and tend to look on any other ways as being wrong, ridiculous, inferior or downright wicked.

Yet anyone who is acquainted with the studies made by modern anthropologists of such cultures as those of the Samoans, the Zuni, the Kwakiutl or the Trobriand Islanders, knows that a successful society can be set up on almost any culture basis. It is only essential that most or all of the individuals of that society think and act in approximately the same fashion, so that the society functions in its environment as a sort of super-organism, made up of the many cells which are its individual members.

As individual cells in the social culture of which we are a part, we are bound to act and think in certain ways. Social psychology throws light on how we came to be this way, and on the controls that keep us so.

Conditioned reflex pattern

Take, for example, the little matter of the conditioned reflex: something of vital interest to every public relations man, advertiser, businessman, organizer and leader. Some years ago the Russian physiologist Pavlov, experimenting with dogs, made the interesting discovery that in dogs and other higher animals, including man, a meaning associated with some real referrent, such as food, can readily be transferred to a *symbol* of that referrent, with interesting results. Pavlov, for example, was measuring the amount of saliva produced by hungry dogs at the sight of fresh meat. At the beginning of each experiment, an assistant rang a small bell as a signal that the measurement was about to begin. After several such experiments, Pavlov found that the dogs' mouths would water at the mere sound of the bell, whether meat was shown them or not. In short, the bell had become the symbol for meat. The dogs reacted to it in exactly the same way as they would have reacted to the "real" object for which the bell-sound stood.

This is the pattern of the conditioned reflex. If you think it works only with dogs, stop and think for a moment how many of the actions and so-called "habits" of your own life are conditioned reflexes. You will find that you have been carefully conditioned from birth to react in innumerable ways without thinking. You become hungry three times a day; you go to work at the same hour; you leave at the same hour, because of conditioned reflexes. The clock has here become the symbol of your necessity. Almost all of your ordinary attitudes of mind are the result of conditioned reflexes. Your actions arising from them are conditioned, too. Your politics, your religion, your choice of social sets, neighborhoods, places to trade, and the like, are in many cases the result of such conditioning. The principal function of advertising, especially the kind based on brand names or trademarks, and of many kinds of promotional and public relations activities, is to condition the reflexes of buyers, readers or neighbors. The very stability of many a business depends on the conditioned reflexes of the people who work for it, the people who supply it, and the people who are its steady and dependable customers.

Human reaction to "drives"

The conditioned reflex is only one phase of the web of custom, habit, mores and taboos woven around us by our parents, our relatives, our social contacts, our politics, laws, leaders and religion. The nature, meaning and impact of these and many other phenomena is the subject matter of social psychology, including the ways in which human beings react to various "drives."

Some investigations have shown, for example, that there are four basic "drives" that make people want to do things. They are (not necessarily in the order of importance): (1) the desire for adventure or new experience; (2) the desire for security; (3) the desire for response, including love, affection, comradeship and the like; and (4) the desire for recognition—which includes the craving for a "sense of importance."

Out of these four somewhat opposed and contradictory urges all human activity apparently emerges. The first three

are obvious enough, and by and large are well taken care of in our culture. But the last, the desire for recognition, often is not. It is recommended for special study by public relations people and businessmen. For, as our population and the size of our business enterprises grow, the average man each year gets to be a smaller and smaller cog in the great social and economic machine. And he craves recognition. Why else is it important for the average worker to get his name printed in the employees' magazine? Why else do people join lodges with colorful regalia, or take part in parades, or desire to be promoted into jobs that have titles or other symbols of rank, such as private offices, a secretary, or an onyx and gold fountain pen set on the desk?

The desire for recognition is a great unfilled hunger in men of all walks of life, and especially in rank and file employees. If ways could be found to satisfy this human need, many a bad labor situation could be mended, many an efficiency level improved, and many a disaffected employee transformed into a loyal, hard-working one. Social psychology can possibly point the way toward some such happy accomplishment.

Social physics

A third basic social science of potential importance to public relations is the newest of all, and comes closest to the engineer's ideal of a mathematical approach to the solution of social problems. It is social physics; still so young –its growth has occurred principally since the war–that no general textbook has yet been written for it.

Social physics is an attempt to apply the methods of mathematical physics to the study of human activities. In it, human beings are observed objectively, as though they were molecules. The social physicist undertakes to discover not what human beings ought to do, or why they do it, but what they do. He seeks especially to discover any "mathematical regularities" that can ultimately be translated into definite "laws," similar to the laws of physics, chemistry or astronomy.

As yet there has not been time to investigate mathematically more than a few of the phenomena of human activity in this way. Even so, several very remarkable discoveries have been made. For example, in almost every situation where free competition is taking place among human organizations, a "rank-size" situation seems to result. Thus, if all of the cities in a fairly stable population are listed in the order of their size, with the largest ranking 1, the next ranking 2, and so on, this ranking will not be irregular–the result of sheer chance. Instead it will follow a simple mathematical relationship, so that it is possible to predict, for a given population and culture, how many cities above a certain size there will be, and their relative sizes. The relative size of cities is thus not solely a result of their natural circumstances, but a result of competition among them. The largest city will usually be about twice as large as the second, about three times as large as the third, about four times as large as the fourth, and so on. If the total population of the country grows, the larger cities will get the lion's share of the additional people. The relative increases can be calculated in advance from the rank-size rule.

In most affairs the successful man is the one who has the happy faculty of deciding right three out of every five questions, and of not letting the other two keep him awake even if he has decided them wrong. The insistence that all questions must be decided right only defeats, as a rule, its own end.

–From Peg Along, by George L. Walton

A similar rank-size rule has been found in chain store organizations. The biggest chain store in this country, the Great Atlantic and Pacific Tea Company, is twice the size of its largest competitor, three times the size of the third, and four times the size of the fourth. This, in view of the findings of social physics –and contrary to the Department of Justice–may be taken as some evidence that free competition exists among these companies. If they did not follow the rank-size rule, it might on the other hand be evidence that something was disturbing the normal competitive relationship.

"Magnetic charges"

The rank-size rule, which may have many applications to business and public relations, is one of several fresh kinds of information brought out by social physics. Another is that people appear to behave as though each person attracts every other person–in short, as though each were a little magnet. As people gather together in cities, their "magnetic charges" seemingly are added together, so that the city becomes a huge social magnet, equal to the total "social magnetic charges" of all the people who compose it.

"Demographic gravitation"

Thus, large cities attract people in the surrounding area in ways that astonishingly resemble the manner in which real magnets attract iron filings. The drawing power of any city is equal to its "mass" as measured by the number of people it contains, divided by the distance. This rule is identical with that used to express the field of an ordinary magnet. By applying it, the percentage of students who will attend a given "national" school from various areas outside the city in which it is located can be computed; how many persons outside the city, and at what distances, will read a given city's newspapers, or in what volume, and in what directions, vehicular, mail or telephone traffic will flow between cities.

Market areas can similarly be defined and projected in advance. The rule enables the social physicist to determine the relative trade competition between two neighboring cities. The competition between them will be equal to the product of their populations, divided by the distance. Since this is the same identical law as that used for computing the gravitational pulls between two planets or other bodies in the universe, this "attractiveness" of cities has been officially named "demographic gravitation."

A promising approach

Social physics is one of today's most promising approaches to a real mathematical science of social organization, applying to society the same methods as physicists normally apply to atomic and molecular organization. The day will come, I believe, when an understanding of social physics will be a must for all social planners and social engineers, whether businessmen, statesmen or public relations people. It can help to do for the arts of peace what "operations analysis," which is related to social physics, was able to do for logistics, submarine attack and the selection of bombing targets during the war.

These three new social sciences: semantics, social psychology and social physics, all seem to have one element in common: they represent objective studies of human beings; separating the observer from the observed, in such a way as to leave behind the prejudices and introspections that have stood in the way of social sciences to date. Through these glasses social organization and ac-

(*Continued on page 9*)

Industry's invisible employees

Group Attitudes Development Corporation lists results of a survey made to determine wife's influence on husband's work

By John G. Mapes

President, Group Attitudes Development Corporation

EMPLOYERS, union officials and public relations people realize that the wife's influence on family economics extends beyond her roles as purchasing agent and comptroller of the budget. That is why there are plant tours and mailings of union and company publications to the home. Yet most of these efforts have been shots fired in the dark.

Some time ago our own experience in public relations proved to us that the wife had some influence on her husband's work, but nobody seemed to know in what directions or how much.

So we decided to find out—from the wife herself. Over a period of several weeks a team of our own staff members made random calls at the homes of over 400 employees in almost every type of manufacturing industry. Most of the field work was done in Cleveland, and the rest in industrial areas near New York City. Jane Stewart, secretary-treasurer of our firm, and John B. Dempsey, II, were in charge of the study.

A depth interview technique was used, enabling our interviewers to determine both the areas of influence and the degree. We were far less interested in statistical measurements of opinion than in the reasons why the wife does influence, or might influence, her husband along lines in which all employers are interested.

Summary of wives' views

Here, in summary form, are the views of the industrial employee's wife on ten matters in which every management has concern. They are told in part in the wives' own words by means of selected excerpts from the countless pages of notes and records accumulated during our studies.

1. *Overtime.* Most wives do not like overtime. Older wives said very forcefully that they did not like to see their husbands working long hours or extra days "unless it was necessary for the war." Younger wives, while they like to spend more time with their husbands, want the extra money.

A typical young wife said, "I'm for all the money we can get." On the other hand, a middle-aged woman said, "I believe my husband is entitled to his rest, and also he should be around home as much as possible."

Most realized that in an emergency more production is essential, but very few had any understanding of their husbands' importance to production.

A logical conclusion from the general attitude toward overtime is that when a period of longer hours is coming up, management should tell the reasons as fully as possible, particularly through employee communications media going to employees' homes.

2. *More Production.* The wife of a paint sprayer summed up what most wives think on this subject: "Every time the men get a raise, the company simply speeds up production so the men have to work twice as hard."

When a problem was set up, however, the respondents gave a very different reaction. For example, we made it a practice to say, "Supposing your husband's company had promised a delivery date on an order for a customer, and was very much behind schedule because one of its suppliers had not held to delivery dates on materials. When the materials arrived, there were only three, instead of five, weeks to go before the promised date."

Most respondents, when presented with this problem and asked if they would urge their husbands to work harder to get the order out, said, first, "What would he get out of it?"

Our people would reply, "Maybe nothing directly, but if the order wasn't delivered, the company might not get that customer's business any more." A typical wife's answer was, "Well, why don't companies explain themselves?"

Our findings indicate that efforts to

Summary of Findings

1. **A wife looks upon her husband's job primarily as a constant source of money for family needs.**
2. **She is far less interested in pension plans, job prestige, advancement possibilities, working conditions, etc.**
3. **She admits, however, that her husband is interested in good working conditions and a chance for advancement, as well as in income.**
4. **She is strongly opposed to strikes.**
5. **If she is young she encourages her husband to work overtime if it means more money. If she is older, unless she knows why it is necessary, she opposes overtime.**
6. **So long as the income is steady, she discourages her husband from changing jobs.**
7. **She wants to know more about the company her husband works for.**
8. **She reads her husband's business mail, whether it be company literature or a union communication.**
9. **She gets more information from the union than from the company.**
10. **She knows more about her husband's job and the factors affecting it if company communications are received at home than if she depends on him to tell her, or on communications from the union.**
11. **The more she knows about his job, the more she thinks along management lines.**
12. **If she has ever worked in a factory, however, or if she is young, she is harder to "sell" on management policies.**
13. **Her ultimate influence on her husband will be determined by the effectiveness of the educational efforts directed at her by either the employer, the union, or both.**
14. **She is essentially a conservative in her economic thinking, and influences her husband in this direction.**

increase productivity should be more effective if employees and their families are told why more production is needed and how employees will benefit.

3. *Absenteeism.* We found few wives who did not feel their husbands were conscientious about their work.

"I was real mad one day," said the wife of a machinist, "when I came downstairs and found my husband sitting here when I thought he'd gone to work. He laughed it off and I said, 'Oh well, as long as you haven't left by now, you might as well stay home.' But I wouldn't put up with that very often!"

Interpretation of the interviews shows that if a plant is having absentee problems, and it takes the issue to the homes of chronic absentees, the wives would probably investigate and cast their influence in favor of the company. We suspect that the cure for absenteeism will prove to be on an individual rather than a group basis.

4. *Turnover.* Spendable income far outranks fringe benefits when the wife appraises her hubsand's job. Only 15 per cent of those interviewed knew for certain whether their husband was covered by some sort of pension plan (yet over 90 per cent knew of hospitalization). Some 20 per cent knew that their husbands have never had any coverage, and the balance just didn't seem to care.

At the same time, 64 per cent said their husbands would probably prefer a job promising advancement both in pay and in responsibility. Over-all, however, the wife will not encourage a change in jobs even with advancement possibilities unless immediate pay gains are evident.

Not one wife answered an outright "yes" when asked directly if she would like her husband to change jobs for any reason beside more money. The two qualifying factors which came out most frequently were "Not unless he could get a healthier job" or "Not unless he could go into business for himself."

Summing it up, we believe that companies with abnormally high quit rates should look for the reason elsewhere than in the employees' homes.

5. *Strike.* Over 62 per cent of the wives said they were against strikes of any kind at any time. Another 25 per cent were against them, but with reservations such as: "It's like a war, nobody wins, but sometimes you gotta' fight to survive!" The remainder were for strikes as the only way the working man could better his conditions, which is a close paraphrase of many wives' words.

Jane Stewart, Group Attitudes Development Corporation, studies the records of how employee wives influence their husbands' job performance.

About 33 per cent of those interviewed said their husbands had been out on strike at one time or another, mostly because they were ordered to go out.

Some wives said they would urge their husbands to quit and get another job rather than go out on strike.

One respondent had a husband working in a company that is "very public relations conscious and fair," and a son working on a railroad. She would never approve of a strike at her husband's company, but she did approve of her son being on strike during the railway walkout.

One young woman, the wife of a machinist, said she was definitely against a strike "unless it was for a very good reason." She went on to say, "I know the older men don't benefit and don't ever make up the money, but the younger men have something to look forward to."

Faced by mounting prices, most young wives said, "I'm for all the money we can get."

Among the younger wives we found the greatest concentration of sympathy for a strike, and also a complete lack of understanding that a strike costs them money.

If the employer has a good case when a strike is threatened or actually called, repeated telling of its story with emphasis on the loss of pay will do much to generate anti-strike sentiment.

6. *Temporary work stoppage.* Wives are not much concerned over brief work stoppages. Apparently this is because they usually come without advance notice.

One of our staff happened to call at a home where the husband was home because of a "wildcat walkout" in a vital department. They both blamed the company in this instance, claiming that there was really no reason to shut everyone out because of a row in one place.

"It just isn't that important," said the husband. The wife made the comment (which we heard over and over again), that the union often makes it very tough on anyone who does not "play sick."

This is a difficult problem for the employer to combat because of lack of advance warning and the power of union discipline.

7. *Slowdown.* Questions about attitudes toward slowdowns usually drew blank expressions at first. With a little explanation, the wife would usually say that she didn't think such things were honest, "My husband wouldn't do such a thing."

We did not expect to get full answers on this because such slowdowns are usually caused hastily by an organized group, and are stopped before much of an issue is made. We refer to it here, though, because interpretation of our findings shows that in an extended period of organized slowdowns the company might tip the scales of employee opinion with a frank discussion of causes and effects.

8. *Opportunity for Advancement.* Most wives are ambitious for their husbands only insofar as money is concerned. Very few of them knew of any advancement opportunities offered by the company. Even the younger wives do not dream of their husbands as future foremen, superintendents or vice presidents—they want a steady income more than prestige.

(*Continued on page 18*)

HOW WE DID IT

Standard Oil Company (Indiana) holds training clinic for branch office advertising and PR representatives

By Conger Reynolds

Director of public relations

Standard Oil Company (Indiana)

VITAL IN THE BUILDING of goodwill for Standard Oil Company (Indiana) is the adprep—the nickname stands for advertising and public relations representative.

A member of the field sales organization, he handles advertising, makes speeches, writes press releases, aids youth groups, takes an active part in civic affairs, irons out complaints, etc.

Realizing that an adprep busy promoting goodwill and sales had little time left to study advertising and public relations techniques in the midst of his other duties, Standard brought its field adpreps to the general office in Chicago for an extensive training clinic. It is believed to be the first school of its kind in the history of the oil industry. The clinic was to bring participants up to date on the latest practices in their profession. A concentrated four-week curriculum covering everything from punctuation to posters was set up.

Coordinators of the clinic were Conger Reynolds, director of public relations, and Wesley I. Nunn, advertising manager.

The clinic was attended by 33 men. Twenty-nine came from 27 branch sales offices throughout the midwest, one from the Whiting, Indiana, refinery, and three from subsidiaries.

The program

The program included lectures, panel discussions, and workshops covering company indoctrination, fundamentals of advertising and public relations, photography, oral and written expression, and office administration. The sessions included extensive use of the formula: "Learn by Doing."

The program could be classified roughly into the following divisions:

Company information and indoctrination—tours, departmental and subsidiary presentations, etc. ..... 1 week

Self improvement in skills of value in both advertising and public relations—written expression, oral expression, supervisory training, photography ..... 1 week

Fundamentals of public relations. 1 week

Fundamentals of advertising... 1 week

All told, more than 150 different speakers addressed the group. At most institutions of learning, lecturers talk about what others do. The speakers on the clinic program were, for the most part, men who do what they were talking about.

In addition to outstanding specialists like semanticist Dr. Irving Lee of Northwestern University; Dr. Claude Robinson, noted opinion poller; and Robert Gunning, clear writing expert, a large number of qualified company speakers took part on the program. These speakers ranged from an office boy in the Advertising Department, who appeared as a member of Junior Achievement, to Board Chairman Robert E. Wilson, who discussed the company's organization and operations, and President A. W. Peake, who summarized the aims of the program at a "graduation" dinner.

Executives of Stanolind subsidiaries journeyed to the clinic from Tulsa, Oklahoma, to tell the story of finding, producing, purchasing and transporting crude oil.

The major emphasis, of course, was on public relations and advertising.

The PR speakers covered press, radio, television, speaker's bureaus, surveys, the company's 4-H, FFA, and Junior Achievement programs.

The admen concentrated on product campaigns, advertising media, radio, TV,

Lecture time for the Adpreps

Informal session on audio-visuals

In psychology lecture, Adpreps are told that "everybody needs a backslapper"

industrial, fleet, and farm paper advertising.

Several months in advance of the clinic, assignments were made to each adprep who was to attend it. A typical member of the group was assigned two 10-minute presentations on some phase of his work. In addition to these, members of the group made two 8-minute presentations each on various phases of their jobs as a part of their training in oral expression.

Classes were held at the company's training school on Chicago's far South side. The men were housed in a lakefront hotel. One public relations man, J. M. Patterson, and one advertising man, E. H. Heilstedt, from the general office spent their full time with the men at the hotel and school.

There were times when the adpreps could relax and have fun—a few parties, bull sessions at the hotel, the daily coffee hour, sight seeing trips, the 10-minute breaks between classes.

But, in general, the boys were burning the midnight oil during their off-hours, preparing speeches, watching movies, or composing copy for special weekly issues of the company's *Public Relations Bulletin*.

Just how successful was the clinic?

Morse Palmer, of Omaha, Nebraska, spokesman for the adpreps, expressed their sentiments at a banquet held to climax the clinic.

Said Mr. Palmer, "We now have a much clearer idea of what is expected of us. We've learned a lot. How to take pictures. How to run movies. How advertising should function.

"But best of all, we've made new friends, met other adpreps, found out how they operate in their fields, exchanged ideas.

"The clinic has made better adpreps of us all."

The follow-up to determine the practical value of the clinic will be handled through field contacts by representatives of the advertising and public relations departments. Each department has a field representative who will spend a good portion of his time working with the field men. There are no immediate plans for another advertising and public relations clinic. How and when another will be held depends a good deal on how effective the recent one proves to be, and on the rate of turnover of the men on the job. The reactions received to date indicate that the program was successful. Of course, the final proof is performance on the job. • •

Fundamentals in PR

(*Continued from page 5*)

tivities are viewed as they should be: as another set of the phenomena of nature, no different in any major aspect from the phenomena of the stars, the atmosphere, the earth beneath our feet, or the molecules and atoms of which we are composed.

These sciences assume that human beings, like everything else in the universe, follow natural laws. The problem is to find and state the laws so they can be used for the common good.

As public relations men, our dealings with individuals and with groups of people of course can never be reduced to a set of scientific principles. Individuals are complex and variable. What people think and how they act are determined by the constantly changing circumstances that surround them. The social sciences, broadening our view and deepening our understanding, give us at best a rich backdrop against which day-by-day public relations problems stand out in clear outline and proper perspective. The newer fields of social science can be a very important part of that backdrop.

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State taxes and public relations

Kentucky's Department of Revenue uses PR tools and techniques to pass legislation changing outdated tax laws

By Lawrence A. Cassidy

Cassidy & Renneisen

ABOUT THE LAST PLACE one might expect to find a well-rounded public relations program would be in the tax-collecting department of a State Government.

For nearly three years now, Kentucky, which sometimes comes off poorly in "backward vs. progressive" state comparisons, has had such a program in its Department of Revenue.

Insiders were quick to notice value in this program. But it remained for a statewide educational effort aimed at modernizing property tax laws to show how public relations techniques could influence even a legislature. This is the story of how that was done.

Here was the basic problem:

For some 55 years, Kentucky had been bogged in fundamentally unchanged property tax procedures. Numerous little amendments by Legislatures over the years had only made the confusion worse. There was both lack of understanding by local governments (Kentucky has 120 counties) of what was required by law, and considerable lack of authority by law to make substantial changes. Assessment procedures had caused big inequities. Result: Services of local governments – schools, roads, health–were suffering badly from lack of sufficient income.

Here was the public relations problem:

When a state government sets out to change basic tax laws, there is bound to be the suspicion that the government is reaching down into local government sources for more revenue. To pass a legislative program of tax modernization, it was necessary to clear up that suspicion, dispose of it as much as possible.

The facts were that Kentucky was not in any dire need of big new revenues. The tax income was "prosperous." (The Tax Department actually collects over $100,000,000 a year. In Kentucky, all state taxes flow through this department.)

Reeves tackles revenue job

But Commissioner of Revenue H. Clyde Reeves, 38-year-old authority on government taxation and finance, is a stickler for correctness. One of the "bright young men" who'd been brought into Kentucky administrative circles in a shake-up some years before, Clyde Reeves had made a fine reputation. When he returned from the Navy, and later U. S. Government work, he was asked by then-Governor Earle C. Clements (now a U. S. Senator from Kentucky) to return to his old job as Commissioner of Revenue. This was in 1947.

Soon the Governor asked him to make a report on tax problems facing the administration. When the facts were in, Reeves realized something was badly wrong. Weak local government income, he was sure, was bound to prove dangerous at some time. Figuratively, he couldn't sleep until things were changed.

How could it be done?

You couldn't bring about reform under the present laws–that was clear. This meant legislative action. You couldn't undertake something that big at a regular session–that was clear also. Special session? Always dangerous, fraught with political implications. Earle C. Clements was popular as Governor, his party was unshakably in power. But he didn't want to make any mistakes.

He too realized, however, that legislative modernization of the tax laws was necessary. He said so publicly in June, 1948, before the annual conference of County Tax Commissioners. He pointed out the need for a special session. But he was sending up a trial balloon. After his talk, the Governor spoke informally with several County Tax Commissioners.

All this resulted in a kind of challenge to Clyde Reeves. If his department could create enough favorable interest by the people of the Commonwealth, the Governor told him in effect, he, the Governor, would call a special session. It was a big order.

Reeves' department, earlier, had called in public relations counsel. If a department that deals with almost every wage earner and property owner in the Commonwealth didn't have "public relations problems," he reasoned, who did? So it was natural that he turned to his counsel for advice.

Figures compiled

First, the Department of Revenue's Research Division compiled figures giving a picture of the situation; and, from this picture, the Kentucky Research Commission issued a report showing the need to modernize the assessment laws that had grown into such a morass of contradictions. From this report, the Revenue Department wrote a draft of four bills that covered the needed law.

Lawrence A. Cassidy was born near Louisville, Kentucky and worked as a newspaper reporter before entering military service in 1916. After returning from military duty in 1919 he did commercial reporting and editorial and promotional work for several years. In 1925 he founded his own tire sales agency in Louisville, which he operated for 15 years before joining the Federal Government as an Information Executive. Mr. Cassidy left government service in 1947 to engage in public relations counseling and has been a member of Cassidy & Renneisen, public relations counselors, since.

The Research Commission then put the bills into final form.

Then came the job of selling these bills to the people. The legislators were kept informed but no attempt was made to pressure them.

Every tool of public relations, however, was pressed into service. Pamphlets were written in layman's language and distributed widely. Factual material was compiled and sent to newspaper editors and feature writers. Most of the 180 newspaper editors in the state were visited personally and the assessment problem discussed with them from a local angle. Radio discussion panels were arranged in which local people asked questions and received straightforward answers. All members of the Department of Revenue staff who could deliver public talks effectively were pressed into service to appear before local groups throughout the state.

The whole story had to be taken directly to the people because the politicians were afraid, as always, of "tinkering" with tax laws. In most instances, the "court house groups" were opposed, gave "lip service" or were noncommittal. Influential political leaders were advising the Governor against calling a special session. The job of selling the legislators was left largely to their constituents. One of the major selling points was that a better assessment job would make more money available for the schools at the local level.

Earle C. Clements kept his eye peeled while all this was going on. He had a whole battery of "lines" out. And one day early in 1949, he made his decision. "O. K.," he said in effect, "I'm convinced." The call for the special session went out.

Home rule stressed

The public relations program had exerted itself to prevent the project from becoming a political issue. "Home rule" and benefit to local governments were stressed. To be sure, there were many unbelievers. The ways of politics are not new to Kentuckians and they run the "show me" Missourians a close second. It was hard to make people believe that the State was as innocent as was claimed of the desire for more of a "finger in the pie" in local revenues. If the project became a Revenue Department "pet" in the public eye—look out.

These dangers were successfully avoided. Every step was carefully thought out and discussed before it was taken. The equalization of assessments was provided for on a county unit basis.

H. Clyde Reeves

Kentucky administrator believes public relations important in government.

It was made voluntary on the part of the county. The only "pressure" put on the counties came in the form of two companion bills which provided that unless the counties made a sincere effort to comply with the principles set out in the modernization bills, they would lose their share of the State equalization educational fund which many counties need for their local schools.

In some cases, this was sizable "pressure." But public opinion had been well enlightened by now and the larger benefits began to emerge. Criticism didn't die, but it was lessened. Obviously there was much local government understanding of what was being proposed.

If there had not been, it would have been reflected in the legislative debates, for Kentucky legislators are no shrinking violets by inheritance. In thirty-one days, the four bills modernizing Kentucky's property assessment laws, and the two ancillary bills, were passed substantially as written. There was debate, to be sure. But while no "poll" was ever taken, there is enough evidence to indicate that, by and large, Kentuckians did not feel that anything had been "railroaded" through on them.

Now the public relations job became one of selling a few counties to become "guinea pigs" under the new law. What had been a statewide educational job now became a highly concentrated and specialized job for each county.

Many of Kentucky's counties represent distinct economic areas such as agriculture, timber, mining, oil, livestock and manufacturing. So when the people and officials of a county begin to show interest in a reassessment program, the Department analyzes the economic structure, attitudes of community groups, political leaders and local communication media. Information is made available to all these groups. The situation is watched carefully while the public makes up its collective mind. The main concern always is with clearing up misinformation. To push ahead too fast at this period can be fatal.

Many delicate problems

When a county finally decides to go into the program, the Department faces other delicate problems. The valuation job is usually by experienced appraisal organizations from outside the state and you must tell the people why outside help is necessary. The men who make the actual contact with the property owner can make or break the program. They must have some knowledge of local customs and conditions, be fair but firm and be prepared to justify every valuation they make. At this point, any one of a large number of little things backfiring can blow your whole program skyhigh. With the work in eight counties nearly completed, the program is going along fairly smoothly. The numberless details that have gone into this program would not be of interest to public relations people in general, but the challenge from new problems arising in each new county compensates for a lot of hard work.

Value of PR program proved

In summary, this might be said. Before public relations counsel was thought of in the modernization connection, the value of a public relations program had been proved to the department in general. There had been talks about good relations to field men, stress placed on "taking the taxpayer's view," and the like. This, beyond doubt, gave the department a sense of security with the public relations approach.

Throughout, "coming clean with the public" was the theme, and this theme pervaded the campaign for the tax law changes. Personal "press agentry" for any official was thrown out of the window to begin with. State advancement was stressed.

And this frankness and sincerity paid off. Even on a matter as complicated in the public mind as tax law changes, a majority of right-thinking citizens can be convinced by such an approach that the legislative program is for the public good. • •

PR Question of the Month–

"Is public relations getting to be an overcrowded profession?"

Yes	**7**
No (in one form or another)	**20**
Yes-and-No	**14**
Don't know	**1**
Total responses	**42**

THE question submitted to the June PRSA panel brought a variety of responses – some predictable. They are tabulated above.

Perhaps surprising is the small number–only seven–declaring definitely that the public relations profession is overcrowded.

In one form or another twenty declared that the field is not overcrowded. One frank, and perhaps puzzled respondent, simply stated, "I don't know."

But fourteen are listed above in the "Yes-and-No" category. Lest they be quickly condemned as mugwumps (and having in mind the classic definition which describes a mugwump as a bird sitting on a fence with its mug on one side and its wump on t'other), let it be explained that practically everyone in the "Yes-and-No" response category felt the same: *the field is not overcrowded with truly capable individuals; there are too many "hopefuls" and occasionally some charlatans.* The so-called "five percenters" came in for reference several times (connotation: undesirable).

One member of the panel emphasized that "overcrowded" is always a relative term like overproduction versus underconsumption. Another raised a question about the choice of the word "profession" in the question-of-the-month.

Another respondent pointed out that "as long as public relations is a voluntary profession, not regulated by law, we can expect some overcrowding in the lower brackets . . ." but he observed that if public relations is defined strictly, the answer must remain in the negative although there are more people seeking to enter the field than there are jobs.

A "former newspaper reporter" summarizes his views thus:

"The public relations profession is not overcrowded as long as there is a single client or company which is not receiving the best possible service from its PR representative. Simply counting the number of people engaged in public relations work will not provide the true index to the status of the profession or an answer to the question-of-the-month."

Another, discussing this point, declares:

"We must continually strive to encourage topflight executives to enter our profession. The day of copywriters and glamour-boys is gone and we should do everything that we can to see that management and the public knows that a public relations consultant is a responsible and capable executive."

For people of "top ratability," declares one whose name and fame are (or should be) known even to tyros, public relations is perhaps the least crowded of any of the professions.

Why? Because:

"The fundamental, basic qualification for any good public relations man is good judgment–good judgment not just on a few things, but on a wide variety of things, in fact upon almost anything that may come up. . . . This quality of judgment is the hardest thing to find . . . there are all sorts of people who want public relations jobs and have comparatively little qualification for it except the desire to hold the job. People who have the judgment, the skill to sell their ideas to their management, and the ability to carry them through successfully are hard to find. Of course, in every field, it may be said that it is the top-grade people who are scarce, and that is true, but I think it is especially the case in public relations. In that sense, the field is far from overcrowded."

Many pertinent comments were received, but space does not permit extended presentation. A cross-section of comments worth noting follows:

"Anyone who has been trying to staff a department with really competent people knows that there is not nearly enough public relations talent to go around. Probably too many people are trying to make a living at public relations but there are not nearly enough public relations people."

"Overcrowded as a 'profession'? No. Overcrowded as a promotion or publicity activity? Yes. There are, as we all know, too few qualified people who cloak themselves in the professional-sounding term. Actually, there are only a handful of fully qualified professionals, and most of us in PRSA are working within the aims and the code of the Society toward

(*Continued on page 14*)

Each month *Journal* editors ask 100 different PRSA members their views on a question which has public relations significance. Replies are analyzed by a member of the *Journal* Editorial Committee and tabulations appear in this section monthly. The June question is summarized by Paul Haase, Assistant Managing Director, Controllers Institute of America, New York City.

Next month's question: "What outstanding benefits would you say the public has obtained as a result of the development of public relations?"

Correction—In the tabulation of last month's answers to the PR Question of the Month, Selling and Sales Promotion was listed as receiving 13 replies. This should have been shown as 18.

Meetings and meanings

Some definitions of types of meetings (clinic, workshop, panel, etc.) for guidance of program chairmen and participants

By Homer N. Calver

Secretary, The Public Relations Committee of the Paper Cup and Container Institute

HAVE YOU TOO BEEN LURED to a function whooped up as a clinic, a workshop, or panel, only to find you were betrayed into spending the evening on a hard little "ballroom" chair while a couple of speakers droned on—and on? Have you seen a smug chairman pop up and adjourn such a session with "sorry there is no time for discussion"?

Words are the currency of public relations and no public relations man or woman wants to be guilty of devaluating his own currency by billing a gathering as one thing when it is going to be something else. Lots of people like to go to ordinary old-fashioned "meetings" and are willing to take the punishment of the little hard chair for a couple of hours just to hear some good guys speak. There is no need to bamboozle them with visions of something else. Furthermore, lots of subjects are better handled in a traditional meeting with ex cathedra speakers. They won't go out of fashion.

However, now that the terms clinic, workshop, and panel have come into such common use as designations for certain types of meetings, we word mongers should understand what they mean when used in that connection. The dictionaries are of little help. They define a "clinic" in its usual medical sense and a "workshop" as a building or room where any work is carried on, especially handicraft. (*Funk & Wagnalls Standard.*)

Webster's is sometimes confusing

Definitions for the word "panel" take up six inches in Webster's. This authority says maybe a panel is "a fence rail," "a prostitute," "a rectangular piece," "a saddle cloth," "a heap of ore" or "the lower end of a hawk's intestine." Or possibly "a list of persons appointed for some service."

Superficial research (not the kind our readers do for the paying client) indicates that in spite of the common use of the words "clinic," "panel," and "workshop" to designate certain types of meetings, no one has described what those meetings should be like. So here is a try at some definitions for the guidance of program chairmen and participants. Perhaps they will serve until in some clinic, panel, or workshop we have hammered out better ones.

A clinic is a session where a practitioner (like a surgeon) presents a case, explains the problem, outlines his diagnosis and recommended treatment, and reports the results. Then the clinic students ask questions and debate with him and with each other as to the wisdom of the procedure. Finally, they draw conclusions which will guide all present in handling a similar pathological condition which may eventually turn up.

A workshop

A workshop starts with a subject of common interest. That is all. The leader does not make a speech. He should be equipped with a blackboard and a piece of chalk. In a very brief statement (two or three minutes) he presents the question—not including his own views on the matter. He then asks the audience to present questions for consideration, bring up various aspects of the matter for discussion, and air their particular views or gripes on the subject. He writes these on the blackboard and with sturdy hand prevents any speechmaking or elaboration of the theme at this time.

The leader then, or perhaps during a short adjournment, organizes and classifies the material into appropriate parts. Each part is then discussed. Sometimes —when the group is large, the suggested discussion points diverse, and when time and space permits—the audience may be divided into two or more groups, each assigned to a consideration of some aspects of the over-all subject. These groups then retreat to different rooms and proceed under a sub-leader. At this step, each person has a chance to say his say for as long as time permits. When any speaker or group encounters problems which call for specific technical and factual knowledge, it is helpful to have an expert present to supply information. This tends to keep the discussion on solid footing. Where a large audience has been broken into sub-groups, a final reassembly of all groups permits everybody to be informed through summaries by each sub-leader.

Frequently, the workshop technique is used as a prelude to a program of action. Sometimes, without any previous intent in this direction, the discussion leads everyone to feel that a plan of action is called for. The proposed plan of action may require another workshop to explore the situation further. Or if the course of action is agreed upon by everybody, committees may be set up to carry out the action recommended. The workshop technique is best of all if situations or subjects warrant several hours or days of discussion.

A panel discussion

A panel discussion is something else again. Here three, four, five, six, or more people, each representing a different approach to a given problem, are invited to constitute a panel. They are usually seated in the front of the room at a long table. Where the audience is large, each panel member should use a microphone. And on a given problem, for instance, the panel might be composed of a prominent manufacturer, a representative of the parent-teachers association, a representative of the Chamber of Commerce, an editor of a newspaper, a banker, the principal of the school, and a labor leader. The leader of the panel introduces each member, then proceeds to state in not over two or three minutes the problem that is up for discussion.

Thereupon, each member of the panel states his views of the problem or the views of the organization or class he represents. Then the meeting is open for a free-for-all discussion among the members of the panel, and between the audi-

Note: Since this article was written, an excellent book, *New Ways to Better Meetings*, by Bert and Frances Strauss (Viking Press), has been published on the subject of planning meetings.

ence and the panel. A wise leader prevents demagogic speeches by anyone. He attempts to limit the discussion to the asking and answering of questions. Under a competent leader, a good time is frequently had by all. Such meetings have virility, liveliness, exhilaration, and often humor.

Here, we might mention a meeting technique known as Phillips 6-6 (for the benefit of our Midwestern friends, it has nothing to do with Phillips's 66 gasoline). It was evolved by Professor Don Phillips of Michigan State College, and why it is called 6-6 will be clear presently. This method may be used in connection with a clinic, a panel, or in discussion of a speech.

Organization of audience

At the conclusion of a speech, the presentation of a clinic case, or after a panel discussion, the leader immediately organizes the whole audience into groups of six each. There are several methods of bringing about this organization. In small audiences, the group can count off, all the 1's getting together, all the 2's getting together, etc. In larger audiences, three in the first row turn around to face three in the second row, three in the third face three in the fourth, etc.

When these groups of six (Professor Phillips maintains that less than five and more than seven are undesirable) are formed, each member of the group introduces himself, then (without electioneering) helps name a spokesman. The spokesman then asks each member of the group to state what question or point he would like the speaker, clinic leader, or any given member of the panel, to answer or discuss further. When each of the six (more or less) members of the group has expressed himself, the spokesman asks his group to vote for the two questions they feel are most important. All of this—the introduction, election of spokesman, selection of the questions—is supposed to take not longer than six minutes, at which time the leader of the whole meeting calls things to order.

Spokesmen present questions

The spokesmen then present the questions from their groups, and these are answered by the speaker or panel member. Invariably, it will be discovered that some answers will cover the questions of a number of groups. The Phillips 6-6 technique has a number of other advantages as well:

(a) It gives every member of the audience an opportunity to express himself.

(b) It assures that discussion will deal with those aspects of the problem which are of the greatest interest to the greatest number.

(c) It makes it possible for the shy or unsure member of the audience to get his question considered.

(d) Nobody has to stick his neck out in asking a question in a group in which his boss or colleague may be present. The identity of the questioner is not apparent.

(e) It circumvents the obnoxious personality who, in guise of asking a question, proceeds to make a speech.

This technique has been used extensively by the Michigan Bell Telephone Company, and by other organizations which have found it especially useful in supervisor training. A similar but less explicitly planned operation, known as the "buzz" session, is also sometimes used.

Speaking of meeting techniques, what has become of the old-fashioned debate? Although it is an ancient and highly stylized form foreign to modern concepts, everybody likes a fight and perhaps the debate still has its place, even without medals for the winning team.

Newer techniques vitalize program

All of us who have had the responsibility of trying to secure participation from what seems to be a hopelessly inert group, will find in the newer techniques of the clinic, the workshop, and the panel, almost miraculous formulae for vitalizing audience participation. They take more work to prepare, and it is essential that all principal participants be drilled in their roles. But especially when the Phillips 6-6 method is used, these techniques can make a dead-eyed, bored, and indifferent audience come to life with shining enthusiasm.

When a meeting has been advertised as a panel, clinic, or workshop, that's what it had better be—or we'll hear some unflattering name calling. As a profession, we buy and sell with words and it is to our particular interest that the words we use retain the pure tinkle of silver and gold. Let us not repeat the mistake of some of our advertising collaborators who, through their inordinate use of superlatives, calling things what they ain't, and through other methods of clipping of our coins, have spoiled many words for honest use. • •

PR Question of the Month—

(*Continued from page 12*)

that end. Meantime, the semantic bandwagon called 'public relations' sure is overloaded, from dashboard to tailboard."

"Public relations is not overcrowded with trained or experienced men and women. It may be overcrowded with persons who believe they qualify for public relations 'because I like people,' but there is a definite shortage of sincere men and women who are honestly making a career of public relations by studying and making full use of its many facets. The proof is that it is difficult to find qualified public relations personnel whenever an opening occurs."

"Certainly the public relations field is overcrowded, but not with professionals, if by professionals we mean well equipped, skillful people who can do a good job. . . .

"The medical profession would be overcrowded too if everybody that wanted to was allowed to practice medicine. Our problem is going to be a good deal more difficult, of course, because so many of the skills involved in good public relations work are also the skills that are required in good administration and which are possessed by a good executive.

"I am continually puzzled, as we all are, by the difficulties in delineating what the public relations profession is and in what particular ways it is unique from the operations of anybody with good sound judgment and a feeling for the people he is trying to reach and deal with."

And as a benediction:

"Increased acceptance of the PRSA Code will help in the attainment of professional status. It will serve also to separate the talented few from the untalented many!" • •

JULY-AUGUST JOURNAL ISSUES COMBINED

According to custom, one "summer" issue of the JOURNAL will be published — the July-August number, mailed to subscribers July 20. Monthly issues resume September 1, with two numbers in December, the added one being the Annual Meeting Issue.

Business friendly—editor amazed!

"Good neighbor policy" builds goodwill for Pepperidge Farm

By Lawrence McCracken

Account Executive
Dudley, Anderson & Yutzy

Mrs. Margaret Rudkin, founder of Pepperidge Farm bakeries

IF DISASTER should destroy the Pepperidge Farm, Inc., bakery, in Downingtown, Pa., tomorrow, the entire city would pitch in to rebuild it without thought of pay, Robert McIlvaine, editor of the *Downingtown Archive*, recently told a group of industrial editors at a Pennsylvania clinic session. Behind that statement lies the story of how easily good community relations were achieved in one small city through the simple friendliness of a neighborly woman.

McIlvaine cited the story as something of a minor miracle. Since beginning publication of a weekly newspaper in his city of 5,000 after the war's end, he almost has come to feel businessmen have earned the distrust many feel toward them—a distrust fostered by their own unreasonable secretiveness and unfriendliness.

For instance, when a new plant was being built in Downingtown, McIlvaine called on the owner for news about it. He was put off with the obviously false statement that plans were indefinite. Yet foundations were being laid.

"We have to live with our neighbors here so I just left with the promise that the owner would call me as soon as his plans were definite," McIlvaine recalls.

A month or so later, the plant was in operation but the editor had received no call. He visited the owner again and this time was told bluntly, although there was no possible reason for secrecy:—"I put my own money in this plant and what we're doing is nobody's business."

The next issue of the *Archive* carried the headline, "New Plant Nobody's Business" in which the story of the editor's discourteous reception was told.

Thus, McIlvaine was surprised some months ago when a pleasant woman walked into the *Archive* office and identified herself as Mrs. Margaret Rudkin, the founder and operator of the Pepperidge Farm, bakeries at Norwalk, Conn. McIlvaine was familiar with the story, often told in national magazines, of how she had built a multi-million dollar business out of the demand for home-baked bread made of unbleached flour and other natural ingredients.

"I'm starting my first branch bakery in your city and just wanted you to be the first to know it," Mrs. Rudkin explained. "Maybe you'd like to see at first hand how our Norwalk bakery operates, the material we use and how our employees like working for us. We'd like to have you come up to our plant as our guest."

McIlvaine visited the Norwalk plant and his story about the community relations of the company and the exceptional reputation enjoyed by Pepperidge bread was the talk of Downingtown.

One result was that before the plant opened, Mrs. Rudkin had 500 applications for jobs in an area reputedly suffering a labor shortage. She could hire only 75. All these 75 know they are picked people and take pride in the fact—a pride which shows in their work and their loyalty to the company.

The community displayed kindly feeling toward Pepperidge by a sharply increased purchase of its products—an increase so sharp that one of the other major bakeries had to boost its promotion efforts in an attempt to recover lost ground.

"I was born and raised in Downingtown," McIlvaine reports. "Yet, only one plant in this area, except Pepperidge, has ever invited me to visit. Mrs. Rudkin did a simple, natural thing. She didn't come in asking for publicity or promising us a lot of advertising. She just came in as a good neighbor might and she has proven herself a neighbor we never want to lose. If other business would only be as human, as friendly, and as approachable, the future of private enterprise would be a lot brighter and about 75 per cent of our problems would be solved." • •

Economic stabilization vs party politics

Can the economy be stabilized under present conditions of American government?

By Alan H. Valentine

(On March 14 Alan H. Valentine, former U. S. Economic Stabilizer, told 600 executives gathered at Cleveland for the 31st Annual Luncheon of the Associated Industries of Cleveland, something about what it means to try to "stabilize" the economy of the United States. His remarks strike so deeply, and contain so much that public relations people and all Americans should be aware of and thinking about these days, that we are here violating an editorial rule against reprinting speeches. Mr. Valentine's remarks are presented in part, not in any spirit of partisanship, but for what they may be worth in providing an important viewpoint on the present status of our government and our economy.—Editor)

THERE ARE FEW MEN more boring than he who wants to tell you about his recent operation and how much it hurt. There are few figures more pathetic than the defeated football coach who spends all winter explaining how all he needed was more good material.

What happened to me is unimportant—except to me—unless it brings some clarification to matters of greater importance. The times are too crucial to permit any of us the luxury of destructive criticism or personal tirades. Our government needs our support. We owe support, with all the largeness of spirit and generosity of judgment we can muster, to that government and to a President whose honesty and devotion, whose difficulties and problems, we never can belittle. Any further references to my own misadventures will be purely illustrative. I come to bury Valentine, not to praise him.

I want to give my time to two considerations.

First, are government efforts toward stabilization succeeding, and if not why not?

Second, what does that tell us about the future of our democratic government?

If in fifteen minutes I can answer either of those I shall not have died politically in vain.

What is stabilization?

Can our economy be stabilized? That depends on what we mean by stabilization.

If we mean bringing our national economy wholly under the control of government; if we mean arresting and freezing our productive organization within some pre-determined framework; then our economy cannot be stabilized —at least short of complete dictatorial socialism. Such regimentation would reduce personal incentive and impair production; it would strait-jacket initiative and destroy free enterprise. If that be stabilization, I am against it, for the essence of our economy is its flexibility; the merit of our system is its relative freedom.

But if by stabilization we mean eliminating the extremes of booms and busts; ameliorating the worst effects of inflation and deflation; and spreading more fairly the profit and the pain of our defense program—if that be stabilization it is desirable and possible. Are we on our way to it? I think we are on our way, but with more noise than efficiency, more disagreement than unity, more cooks than consistency, more contumely than courage, more politics than progress.

Whose fault is that? The fault lies in many places and has a long history. I can suggest a few factors, but I shall try to name no names!

Over-emphasis on price control

One trouble has been an over-emphasis in government circles, in press circles, and in the public mind, upon the price-control aspects of economic stabilization. This was natural and perhaps inevitable. Prices are of immediate concern to the public; prices are news to the press, price control can provide legislators with an excuse for not voting unpopular taxes or troublesome government economies. This over-emphasis has led to too little emphasis – and too little action – upon other and more basic deflationary measures absolutely essential to stabilization.

Allied with this error was the widespread fallacy that to control prices one had only to issue a few orders. Actually price control is one of the most complicated, delicate and difficult aspects of economic endeavor—a field really understood as a whole only by a few professional experts, and really understood in detail only by a few specialists in government and business. Last week Walter Lippmann wrote that even Mr. Charles Wilson "seemed to accept the notion that prices could be frozen by decree without taking any serious measures to stop the inflation." If Mr. Wilson did accept that notion it was despite several hours of conversation, right up to the eve of my resignation, in which I endeavored to convince him to the contrary. Perhaps he did recognize the difficulties and dangers of the course which he then approved, but did not feel he could afford to take the risk of supporting a policy and a man so politically unacceptable. He had and has my sympathy and support.

Defense Production Act

Another fault lies in the terms of the Defense Production Act, which by various conditions makes it difficult and perhaps impossible to achieve effective price and wage control. Parity protection of agriculture is one of these hurdles, but there are others.

Then there are many areas of our economy in which controls of prices and wages are for practical reasons extremely difficult. How can one enforce price controls in many unorganized small-unit trades; how can one enforce a wage freeze among thousands of tiny groups of unorganized workers? In industries like motor cars or steel, when the units of management are large in size, few in number, law-abiding, socially responsible and very much in the public eye, the problem of enforcement is a minor one. But there are many other industries, each with thousands of small operators, where that description does not apply, and where there is no medium for internal leadership or external control. Mr. DiSalle has yet to demonstrate

that he can do—without rationing and without a Pearl Harbor psychology—what Messrs. Henderson, Bowles and Porter could not do: control the retail price and quality of meat and men's clothing! Yet these were two of the items which both Congress and the public apparently expected any understaffed stabilizer could roll back in price by the simple issuance of an order.

But the greatest weakness in our stabilizing effort has been the failure of government to take strong, prompt and fundamental steps toward deflation—including government economy, a wise and fair plan of increased tax revenue that would draw off excessive spending power, greater credit restrictions, more intelligent policies on interest rates, increased personal savings and purchase of government bonds. Most of these remain undone, and meanwhile the ship of state drifts with the vagrant pressure-tides and stabilizers flounder.

A major essential lacking

If war becomes so near or inflation so devastating that we Americans are lifted by patriotism or by fear out of our normal selfishness and inertia—if that happens then the difficulties described will be promptly overcome. But even then we will still lack a major essential to effective stabilization—an efficient federal government.

That essential we do not now have. It cannot be quickly created or recruited, for it is a matter of spirit and purpose as well as talent and experience.

Some fifty years ago Henry and Brooks Adams warned that American democracy might descend from mediocrity to mediocrity until it became too mediocre to survive. If they feared that in 1900, what would they think of the quality of American politics and society today? The problems which currently face our government are more complicated and difficult than ever in our history. More than ever before we need many men of fine mind and character in government, and an atmosphere in government in which they can work happily and effectively. As the task of our government has enlarged so has its size. It has multiplied in numbers, cost and power. Has it increased proportionately in the wisdom and character of its leaders? Were our social gains of the 1930's, for example, accompanied by comparable improvements in standards of public propriety? Has the power, for example, which leaders of organized labor have gained since 1932 been balanced by an added sense of responsibility on their part for the welfare of all Americans? Indeed, does the American people any longer even expect to see Washington set an example of high-mindedness? Is our public now so inured to improprieties of public conduct that it is no longer offended by them? Are we, also, satisfied so long as our Congressmen or federal officers do nothing actually illegal?

Future of democratic government

This brings me to my final question: What does the current state of affairs in Washington tell us about the future of democratic government? I do not even suggest the possibility of any political corruption. I do not even suggest that many of the reported improprieties have seemed improper to the men who so acted—though that makes them doubly frightening! After all, let us gladly recognize that Washington does contain many men exceptional in ability, vision and political integrity, with whom any man should be proud to associate.

A government in which even men of cabinet rank are advised to ingratiate themselves at regular intervals with certain members of the White House staff is an inefficient government.

A government in which thousands of federal employees are strongly influenced by the fear that they will lose their jobs or their promotions if they offend the party political watchdogs in their department or agency is an inefficient government.

A government in which, in a declared emergency, top officials pursue various courses in matters of crucial financial, economic, labor and manpower policy is an inefficient government.

Leaders hesitate to join

A government which leaders of business and professions hesitate to join, even in a national emergency, because of the frustrations, defeats, compromises and personal lacerations they know they most endure, is an inefficient government.

A government in which leading Senators and other public servants are obliged to spend much time, in a crucial year, investigating the propriety and even the integrity of other public servants is an inefficient government.

A government in which thousands of federal employees have forgotten that the function of government is to serve the people is an inefficient government.

It is said that democratic government must be in some respects inefficient; that that is the price of democracy. But the inefficiencies I have described do not derive from democracy; are not inherent in its working or essential to its welfare.

So I conclude that a government so inefficient is inadequate to our times.

"Too mediocre to survive." Are we approaching that stage? There have always been some men of third-rate ability in our government, and our nation has survived them. But never, I suggest, have such third-rate standards and objectives flourished so openly or been more generally accepted and more loyally defended. This tolerance of the mediocre began long before the present administration, and Mr. Truman thus inherited a downward trend in political morality. That trend would have been difficult to reverse. It was not reversed but augmented. The moral ground on which contemporary Washington now rests is so low that mists of contagion can rise quickly and spread far.

Patronage

Surely our President fails to realize how many and how large are the spots on the fabric of his federal mantle. If he did realize, surely he would act.

The heart of this contagion is patronage whenever and wherever it can be got away with. We cannot, of course, have democratic government without political parties, and political parties cannot live without patronage. But patronage has become not a means to life but an end in itself to a political machine which has been too long at the trough. That patronage has become an excuse for the creation of a government within a government.

Our official government is headed by an honest, well-intentioned, industrious and, likable President.

A second government

But there is a second government, nominally headed by the President but with activities of which he can be only vaguely aware. That government is largely unofficial in its standing, anonymous in its membership, undercover in its operations, undefined in its functions, and nebulous in its actual leadership, with few records, few scruples and little or no sense of public responsibility.

All the evils of a purely political democracy are evident in the U. S. A.; the evils of the lack of political democracy are present in the U. S. S. R.

Jawaharlal Nehru

Nominally a creature of the Democratic National Committee, in practice it appears to include men not officially connected with that committee, who are primarily in pursuit of personal power or personal wealth. Perhaps no single person knows all that is said and done in the name of this nameless government, but let there be no doubt of its influence! There is perhaps no complete record of its membership or of its plans, its promises and its proscribed victims, but some of us soon learn to feel its power. I do not even hint at any illegality, for these are all, all honorable men. I merely suggest that this obscure and irresponsible power is a danger to the defense effort, and if long endured could become a menace to free government. The Fulbright Commission has come upon some revealing traces and some familiar names.

Stabilization must overcome major hazards

These factors are not remote from any discussion of stabilizing our economy, for they are major hazards which our stabilizers must overcome. Sound economics and partisan politics simply do not mix. Even a Charles Wilson cannot successfully organize our production and oversee our stabilization if he must also cope with an undercover government as well as a legally constituted one.

Only one man can repudiate and demolish this second and unofficial government. Only one man can raise the level of our political morality; only one man can drive the money-lenders from his own temple. That man is the President of the United States. If I do not misjudge the American people, they know the time has come for the President to undertake a major housecleaning. They admire his loyalty to his supporters; they like his good nature. But he, who has himself declared a national emergency, must recognize this situation as one aspect of that national emergency. He must not let loyalty or good nature blind him to the fact that his loyalty is being imposed upon, his faith is being misplaced, his friendship is being betrayed by some whom he has thought to be his friends. They are no friends of his or of the nation.

In their own ways they are saboteurs of our defense program.

Only the President can act now, and by his action lift his administration from moral mediocrity. Only the President can act now. If he does not; the people can act later, if it is not too late. • •

Invisible employees

(*Continued from page 7*)

The wife of a college-educated laboratory technician said her husband was not satisfied with his advancement, "but the pay is good and we need all the money we can get."

Consequently, it would seem that a company has little to gain by emphasizing advancement opportunities in media that reach the wives of employees.

9. *Working Conditions.* Few wives would rather see their husbands have less pay and better working conditions, but those who have worked in plants themselves feel working conditions are important at least to the extent of good health. To most, though, the plant is a complete mystery.

The women who seemed to know most about the actual operation of their husbands' jobs were those whose husbands' health had been affected.

One husband had been a sandblaster until he contracted silicosis and had to take a job as a truck driver. His wife could and did describe the daily duties of a sandblaster.

The general lack of interest, perhaps better expressed as "work is where you find it," would indicate little value in extensive efforts to sell good working conditions to employees' families. It is more effective to tell this story to the employee himself.

10. *Economic Thinking.* Most wives of industrial workers are essentially conservatives in their economic thinking. We found this out not by blunt questioning, but from wives' comments and expressed opinions on a wide variety of business and economic matters. In hundreds of calls we did not find a single apparent communist or socialist.

The wife's understanding is based on what she reads in the daily newspaper, in the union paper and in the company paper (if there is one). In addition television has become an important factor in her daily education.

Most husbands don't tell their wives enough about their jobs or the company. The wife would like to know more. She says she's not much interested in personal items in a company paper, "because I don't know most of the people anyway."

Wives frequently commented that most company publications were too hard to understand.

Of course actions count for more than words. One company that has been very active in communicating with the home had a business slump, and set up an employment bureau to get laid-off employees other jobs. One respondent said that the job they got for her husband went sour, and they took the trouble to get him another. She stated that she understood that everyone gets setbacks, and couldn't find enough words to say how much she appreciated her husband's company.

One wife knew all about today's economic situation. She and her husband run a feed business on the side, and last year they did not have enough profits, after taxes, to expand their business. They showed no signs of realizing, however, that big companies could have such problems, too.

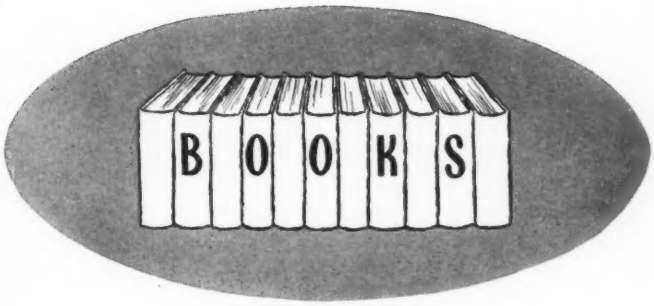
As pointed out before, the more the company talks to the wife, the more she will influence her husband in the direction of company policy. When the company does not talk and the union does, her influence is along union lines.

• • •

The typical housewife is hospitable and likes to talk. It takes considerable probing and cross examining to get her opinions, but she has them. If you were to ask her the direct question, "Do you or don't you influence your husband?", her answer undoubtedly would be "No; of course I don't."

We are convinced, however, that she not only has influence, but that management will find her a potential friend in its efforts to improve the efficiency of its operations. • •

John G. Mapes started in public relations in 1929, after several years in newspaper work and advertising in Cleveland, Ohio. From 1934 to 1946 he headed the PR department of American Iron and Steel Institute. During World War II, he served as a dollar-a-year man for such Government agencies as the Board of Economic Warfare, War Production Board, and Army Intelligence. Mr. Mapes was executive vice president of Hill and Knowlton, Inc. from 1946 until his resignation in September 1950, to establish with a group of associates, the PR firm of Group Attitudes Development Corporation.



PUBLIC RELATIONS

Reviewed by Thomas W. Parry, Thomas W. Parry & Associates, St. Louis

PUBLIC RELATIONS, by William A. Nielander and Raymond W. Miller, The Ronald Press Company, 398 pp.—$5.00

This, on the whole, is an exceptionally well done book. It will be most useful to students preparing to enter the public relations field, but is quite worthwhile reading also for the public relations practitioner. It is unfortunate that a volume so comprehensive, so thorough and so professionally right in the main should be marred by two or three glaring bits of misinformation.

The book is comprehensive. It states the philosophy of public relations, details the responsibilities of the public relations worker, the abilities he should possess, and places the public relations function where it properly belongs—in top management. It deals thoroughly with the various publics that are meaningful and considers the many techniques of public relations.

This reviewer cannot agree with the authors' statement that "workers in the field have created little that is really new."

Emphasizing the need for human relations, as well as financial and product assets for the corporation, the authors trenchantly summarize the simple secret of human relations in these two sentences: "It (business) must learn to neighbor with its neighbor," and "The appointment by a large manufacturer . . . of a 'vice-president in charge of Christian Relations' conveys the idea and ideal . . ."

It simply isn't true, as the authors state, "that it is a gross error to write a story for both metropolitan and rural papers in the same vein." It's sheer tommyrot and a pity to misinform students with the advice that "duplicate copies (of a news story) should not be sent to competing media." Did the authors ever turn out a news story (albeit a publicity release) under the gun for three competing morning metropolitan dailies and write it three different ways? Are the authors aware that, in the great majority of cases, any self-respecting metropolitan daily is going to rewrite the news story it receives from the PR director regardless of how well he may have written it?

But, as we stated at the outset, it's an exceptionally well done book. Since the JOURNAL defies custom by politely requesting its return, we aim to buy it.

(*William A. Nielander is a PRSA member.*)

WORDS AND THEIR USES

Reviewed by Lawrence Priddy, Jr., public relations consultant

WORDS AND THEIR USES, by Stephen Ullman, Philosophical Library, Inc., 108 pp.—$2.75

This little book by the Senior Lecturer in Romance, Philology and General Semantics at the University of Glasgow, Scotland, is hard reading. It falls in the same general field of literature as Count A. Korzybski's *Science and Sanity* and Stuart Chase's popularized *The Tyranny of Words*, each of which demonstrates and tells why language and words are continually changing.

Words and Their Uses goes into such detail in the analysis and demonstration of its theme that this reader had difficulty in keeping clear in his mind the basic points which the author wanted to make. It frequently becomes exceedingly technical and surrounds its subject with such a cloud of words that the theme is lost.

Those of us who work with words in our daily tasks are—or should be—well aware that they must be taken in their context for their meaning to be clear, that some of them have the power of bringing about emotional reactions, that their meanings change, and that they are born to fit needs and die when they are no longer useful. We know the importance of selecting and using the right word at the right time. To the extent that it re-emphasizes these facts, *Words* is valuable to the public relations worker. Furthermore, the reader primarily interested in philology and semantics will find this book of interest. But the day-to-day practitioner of public relations may find it too verbose and much too technical.

THE AMERICAN THESAURUS OF SLANG

By Lester V. Berrey and Melvin Van Den Bark; Thomas Y. Crowell Company. 1174 pp, plus 42 page supplement—$7.50.

For those whose writing is in the popular vein and may require the use of slang, *The American Thesaurus of Slang* is a copious aid. Its 1174 numbered pages and 42-page supplement is certainly a compendium of slang expressions from every conceivable source. It is not a new book, June, 1950, being the date of the seventh printing, but the authors and publishers have kept it as current as possible. As the foreword by Louise Pound, University of Nebraska, states: "No record of slang can ever be complete."

The book has two major divisions, General Slang and Colloquialisms, and Special Slang, "devoted to the jargon of particular classes and occupations." Within these sections, the terms are segregated by the numerous origins such as motion picture, radio, circus and carnival, stock market, tramp and criminal, journalism, football, soda fountain, college, army and navy, and many others.

OTHER BOOKS BY PRSA MEMBERS

THE WAY TO SECURITY, by Henry C. Link. "Guideposts on the way to personal security." 224 pages. Doubleday & Co., Inc., New York. March 15. $2.50.

NEWS IN VIEW

Thoburn Wiant, Young & Rubicam's Detroit public relations director, presided at a unique meeting of PRSA's Detroit Chapter on April 24. The group met in an assembly room of the Detroit Edison Company to watch on special sets the first television program particularly designed as a report to employees. The live telecast presented the company's management heads discussing status of the industry and the company with 11,000 employees, explaining problems arising from entry of the Federal Government into the power industry.

Thomas Holton Hoare, Boston public relations counsel, has been elected president of the newly chartered New England Chapter of PRSA, established by the Society's Board of Directors at its Houston meeting.

E. S. Bowerfind, Director of Public Relations, Republic Steel Corporation, Cleveland, was chairman of the 8th National Conference of Business Public Relations Executives, held at the Waldorf-Astoria, New York, May 16-18, with the cooperation of the NAM. PRSA Member Bowerfind is shown greeting guests at opening day's luncheon. Also shown on the dais (left) is Franklyn Waltman, 1951 chairman of PRSA Awards Committee.

Clem Whitaker and Leone Baxter, husband and wife team who head the PR firm of Whitaker and Baxter, Chicago, were speakers at the Second Annual Southern Public Relations Conference sponsored by Tulane University at New Orleans on May 8. Theme of the meeting was "Public Opinion—You Can Do Something About It."

PRSA Board of Directors meeting at Houston, April 23-24

Spring meeting plans code enforcement procedures; annual meeting and research programs; studies defense projects; authorizes two new chapters

Twenty-six members of PRSA's Board of Directors met at what was one of the heaviest-attended Spring sessions on record at The Shamrock, Houston, Texas, April 23-24. National committees of the Society met the day preceding the Board sessions, and general meeting attendance was augmented by committee members and families who participated in the organizational and social functions of the three-day event. The Houston Chapter was host group to PRSA members from 17 states and Canada—and all seven of the Society's geographical regions.

On April 24 the Houston Chapter sponsored a one-day public relations conference for more than 200 business and professional men and public relations practitioners of the Southwest, with members of PRSA's Board of Directors attending and taking part in the proceedings.

Full agenda

A full agenda for study and action by PRSA's governing body included detailed reports of growth of the Society, its publications, chapter development and all standing and special committee activities. Two new chapters were admitted to chartership—Toledo and New England (Boston), with the territory of the former embracing northwestern Ohio, and that of the latter covering much of the New England states territory, with some determinations still remaining for clarification with adjacent territories.

Society membership strength was hailed as pressing forward to the 1100 mark, and growth in prestige and competence of chapter professional development programs was noted.

JOURNAL growth

G. Edward Pendray, reporting for the Publications Board, noted the growth of JOURNAL circulation and advertising, mentioning a seven-fold increase in much needed advertising revenue in the first quarter of 1951, as against 1950. He urged support of the advertising program by all Society members to the end that more funds would be made available for continued improvement of the publication. Mention was made of the forthcoming 1951 Society *Membership Register*, and of a new annual desk reference publication planned as a member service for early fall printing and distribution.

Fall Board meeting at Rye, New York, September 21

Fall Meeting of PRSA's Board of Directors has been set for September 21, at the Westchester Country Club, Rye, New York. The one-day session will hear reports of the Society's standing and special committees, and all committee members are urged to be present to participate in discussion of the reports. All Society members are invited to attend Board Meeting sessions, which will commence at 9:00 A. M.

Finances sound

James P. Selvage, reporting as Treasurer, commented on the strengthened financial position of the Society, but pointed out that though finances had improved in the past 12 months through increased dues and advertising income, there was still heavy demand on the Society for services beyond the capacities of the limited budget of such a rapidly developing organization, now the recognized leader in the field. The headquarters staff was commended on its efficient operational procedures under prevailing circumstances.

International group studied

As a result of a proposal made to the Society by an international committee composed of representatives of the British, Dutch, French and Norwegian public relations organizations — urging that PRSA take a leading part in advancing planning for an international group of public relations people or organizations to promote world-wide understanding and advancement of the craft, a PRSA Committee for International Public Relations Affairs was established. Maxwell E. Benson was named Chairman, and the following members of the Board were appointed to serve: William E. Austin, W. Howard Chase, Rex F. Harlow, James P. Selvage and J. Handly Wright. The Committee was asked by the Board to weigh the proposal and make recommendations to the European committee which would reflect PRSA's attitude toward such a development.

PR for PRSA and PR

W. Howard Chase, recently appointed Chairman of a newly-constituted PRSA Public Relations Committee, led discussion regarding the preparation of a program of public information both regarding the Society and relating to the profession of public relations—aim of which would be to define what public relations is and what it can do, and try to correct some of the distorted ideas in the public mind regarding the craft. Mr. Chase's committee is preparing a blueprint of an "action plan" which Board members urged be one of offensive attack on the problem, both with the public, and with potential consumers of public relations services.

Annual Meeting plans

Conger Reynolds, Chairman of the 1951 Annual Meeting Committee, out-

(*Continued on next page*)

PRSA CALENDAR

September 21, 1951—PRSA Board of Directors meeting, Westchester Country Club, Rye, New York.

November 18-21, 1951—PRSA 4th Annual Conference, Edgewater Beach Hotel, Chicago, Illinois.

lined for the Board results of early planning accomplished thus far for the 4th Annual National Public Relations Conference at Chicago this year. The date has been extended one day, November 18-21, to allow for a new departure in Annual Meeting format with the added day featuring separate sessions organized by and for the special interest and attention of groups within the profession who attend the conference. Early planning is that the areas of interest for conference attention at least will include "shop talk groups" for PR counselors, industrial PR executives, trade association PR people, health and welfare PR directors, educational PR leaders and government and municipal PR practitioners. These are planned for November 21, after conclusion of the regular sessions. Conference hotel was changed to the Edgewater Beach, and as usual the meeting is open to members and non-members alike.

Code Enforcement Procedure Studied

Detailed procedural recommendations for the establishment of Code enforcement machinery by the Society were presented by Burns W. Lee, Chairman of PRSA's Committee on Standards of Professional Practice. The degrees of censure, punitive steps recommended, and the levels of appeal from chapter echelon to national judicial action were discussed in detail. Much of the study of the proposed machinery has been developing over the past two years in connection with study of the formation of the Code itself. The enforcement plan will be presented in study form to the full membership at the Chicago membership closed session for discussion and action in November. The Board authorized retention of legal counsel by the Society to study all aspects of the application of Code enforcement procedures, and for preparation of proposed amendments for adoption, when the matter has received membership sanction.

Development Committee Goals Set

William G. Haworth, Chairman, reported for the new Development Committee (a combined function of the former New Membership and Chapters Committees), stating that a coordinated new membership drive including all chapters and geographical regions was presently being organized aimed to realize a 30% growth in membership, with several additional new chapters formed, this year. He presented a detailed plan which was approved for immediate implementation by the Board. His Committee includes the seven Regional Vice Presidents of the Society, with sub-committees under the direction of each within the regions

Defense PR Participation Discussed

J. Handly Wright, Chairman of PRSA's Public Relations Defense Advisory Board, reported to the Directors progress being made by his group with several agencies or departments of the Federal Government, explaining that certain of the developments were of necessity still in more or less confidential stages. He described meetings held with State Department representatives, and the work that had been undertaken by his group for the Society with the National Production Authority through the field offices of the Department of Commerce; and some early developments emanating from the Civil Defense Authority. At the conclusion of Mr. Wright's reports, the Board determined that the Society should undertake a study of propaganda in international fields, and seek a grant of aid for accomplishing the purpose. Means of implementing the plan received full discussion. [At the luncheon meeting of the Board during the first day's session, Board Member Abbott Washburn gave a dramatic presentation of the effective results being obtained by Radio Free Europe (Crusade For Freedom) illustrating by film and correspondence from Iron Curtain Countries solid results being gained by means of the radio transmission program for beaming positive American propaganda in European areas under Communist domination.]

Eligibility Committee Report

Samuel D. Fuson, Chairman, Eligibility Committee, noting the increase of 400 new members in the past two years, pointed out that through the efforts of all Society members, the upward trend was continuing in 1951. He pointed out that even under the high eligibility standards set for Society admission there still remained many prospective members available for invitation to join the Society. Since January 1, 1951, 141 new members have been elected, 28 lost through cancellation and deaths, bringing the net gain to 113, for a grand total of 1049 members, as against 936 net, on December 31, 1950.

Administration Report

Both Milton Fairman, PRSA President, and Robert L. Bliss, Executive Vice President, gave the Board detailed comments on various aspects of Society operations, with financial operating projections for the year remaining. They indicated development this year of increased chapter-level conference activity, the broadening of the Society's publications scope and member services developments

Research projects under way

Walter G. Barlow, Chairman, reporting for the Society's Research Committee sought and obtained Board approval for the two projects that his group has been studying for accomplishment by the Society this year:

1. Through a national cross section of companies, public relations counsels, trade associations, universities and institutions, seek a clearer definition of the functions public relations people perform, the job titles they hold, the background qualifications and training deemed desirable for the various positions.
2. Again through a national cross section, seek to define the salary limits current practice places upon the jobs and duties specified in the paragraph above.

He also stated that the Research Committee was considerably interested in developing one or more worthy large-scale projects that could be undertaken with a Foundation of national stature. He stated that his Committee felt that inasmuch as our profession was a new one, the fundamental research on, about, and of use to the profession is necessarily limited. In view of the increased balance-sheet importance public relations has to the nation's economy it is felt that Foundation money can logically be sought to help PR people in general and PRSA members in particular to do a more effective job. The

FOURTH ANNUAL PUBLIC RELATIONS CONFERENCE

Sponsored by
Public Relations Society of America

EDGEWATER BEACH HOTEL
CHICAGO

November 18, 19, 20, and 21

OPEN TO BOTH MEMBERS AND NON-MEMBERS

Board approved the principle of the Society's developing and planning a large-scale research project suitable for presenting to appropriate Foundations for action.

After setting the date of the next (Fall) meeting for September 21, 1951, at the Westchester Country Club, Rye, New York, the Board adjourned its sessions to participate in the first annual public relations conference being sponsored by the Houston Chapter. • •

Houston PR Conference

Prominent Texas representatives of industry, the medical and other professions, and business in general, praised the one-day conference held in Houston April 24 for getting across most effectively the message of public relations.

Sponsored by the PRSA's fledgling but rapidly-growing Houston chapter, the April 24 session was held to coincide with an April 22-23 national board meeting at the Shamrock Hotel, and was the first such meeting ever held in the Southwest. Its co-sponsors included 31 community leaders in every phase of endeavor.

A regular flow of letters, most of them from business leaders at whom the conference was aimed, continue to be received by Houston members who staged the conference, titled "The How And Why Of Public Relations." There has also been an unusual demand for reprints of speeches given at the April 24 session, which was attended by approximately 200 practitioners, business and professional men, and students from a 250-mile area.

One of the letters commending the conference is particularly indicative that the Houston chapter reached its stated objective of explaining the basic concepts of public relations and its applications to business, industry, government, and the professions. From an executive of one of the Southwest's leading banks, the gist of this typical letter is that the executive had never understood public relations, had thought it to be "a lot of hocus-pocus," but learned at the conference that it was an important and growing profession with a key role to play in business.

The Houston chapter began planning the conference early in 1951, and followed a master plan worked out by Brown Booth, general chairman; James A. Clark, chapter president and member of PRSA's national board; and George Kirksey, another national board member who acted as program chairman. These men were ably assisted by a secretary; Malory McDonald; seven individual committee chairmen; and the entire 32-man membership of the rapidly-growing Houston unit.

The entire Houston program was of unusual interest. Speeches which drew particular attention were the following: G. Edward Pendray, discussing fundamental concepts and developments in new fields centering around the predicted reaction of groups and individuals; Abbott Washburn, public relations and business, with interesting insights into the European situation and our own economic status; and W. Howard Chase, public relations and government. Dr. Rex F. Harlow also received wide attention for his speech, "What Is This Thing Called Public Relations?".

Keen Johnson of Louisville, Ky., made a sparkling luncheon address which was a highlight of the entire day, on "Public Relations In A Changing World." Case histories by Ed Lipscomb of Memphis, Tenn., Maxwell E. Benson of Nashville, Tenn., and James P. Selvage, New York, plus a discussion of public relations in the modern corporation, by Milton Fairman, PRSA President, were on the afternoon portion of the Houston program. A panel discussion by Caroline Hood of Rockefeller Center, William G. Werner of Procter & Gamble, John L. Mortimer of U. S. Steel; William E. Austin of Dominion Brewers, and Horace Renegar of Tulane University; headed up by J. Handly Wright, was particularly popular with the audience. Robert L. Bliss, PRSA's Executive Vice President, did a 15-minute summary of the day's proceedings, handling a day-long reporting assignment with editorial and oral effectiveness.

The Houston chapter has in preparation a scrapbook on every phase of the conference, which is now being considered as an annual project. • •

Conference chairman, George Kirksey (right), George Kirksey & Associates, Houston, and luncheon speaker Keen Johnson, Vice President in Charge of Public Relations, Reynolds Metals Company, Louisville, Ky. PRSA member Johnson is a former governor of Kentucky.

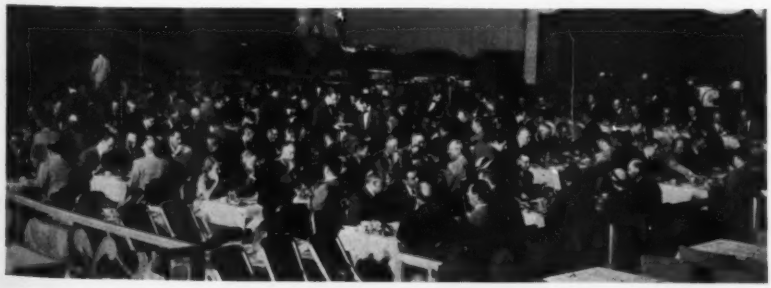
Los Angeles PR Conference

More than 150 businessmen attended the second annual Public Relations Conference at the University of Southern California April 26. The all-day session was again sponsored by the University, the Los Angeles Chapter of the Public Relations Society of America, and the Los Angeles Chamber of Commerce.

Five visiting speakers were Milton Fairman, Director of Public Relations, The Borden Co., New York, and President of PRSA; Dr. Adam S. Bennion, Salt Lake City, Vice President, Utah Power and Light Co.; W. Howard Chase, Director of Public Relations, General Foods Corporation, New York; Louis B. Lundborg, San Francisco, Vice President, Bank of America; and Caroline Hood, Director of Public Relations, Rockefeller Center, Inc., New York. All except Bennion are PRSA directors.

The all-day conference was divided into four sections on industrial relations, community relations, internal communications, and publicity and advertising. General theme was "Public Relations During Mobilization."

(Continued on next page)



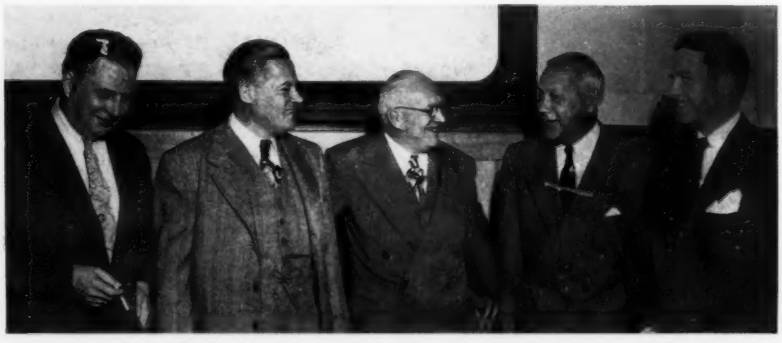
Conference luncheon—Houston

Eight Los Angeles members of the PRSA played important parts in the conference. They were: Ned Wiener, Director of Public Relations, Los Angeles Chamber of Commerce, and President of the Los Angeles chapter of the PRSA; Charles Pope, Senior Coordinator, Personnel and Public Relations, C. F. Braun & Company; John H. McCoy, Editor, employee publications, Fluor Corporation; Edward Baumer, Director of Advertising, Sales Promotion and Public Relations, Prudential Insurance Company of America; Earl F. Reynolds, Public Relations Director, Kaiser Steel Corporation, Fontana; Burns W. Lee, Partner, Burns W. Lee Associates; Herbert M. Baus, Partner, Baus and Ross Campaigns; and John E. Fields, Director of Development, University of Southern California.

On the conference steering committee were Fields, Wiener, Irvin Borders, PRSA Director, and Robert L. Bliss, Executive Vice President, PRSA.

Cooperating in the conference were the Advertising Club of Los Angeles, Aircraft Industries Association of America, California Savings and Loan League, Downtown Business Men's Association, Greater Los Angeles Press Club, Los Angeles Stock Exchange, Merchants and Manufacturers Association, National Association of Manufacturers, Los Angeles Newspaper Publishers Association, Sales Executives Club and Western Oil and Gas Association. • •

Program committee chairman John E. Fields, Director of Development, University of Southern California, greets conference speaker Caroline Hood, Director of Public Relations, Rockefeller Center, Inc., on arrival at Los Angeles PR Conference. Others pictured are: (left to right), Louis B. Lundborg, Vice President, Bank of America; Robert L. Bliss, PRSA Executive Vice President; Milton Fairman, PRSA President, Director of PR, The Borden Company; and Adam S. Bennion, Vice President, Utah Power and Light Company.



Participants in Los Angeles PR Conference: (left to right), Milton Fairman; Dr. Floyd Ruch, Professor of Psychology, University of Southern California; Don Belding, President, Foote, Cone & Belding; Harold Quinton, Executive Vice President, Southern California Edison Company; and Ned Wiener, PR Director, Los Angeles Chamber of Commerce. There were three panel discussions on the program.

San Francisco PR Conference

Recently the San Francisco Bay Area Chapter, PRSA, was persuaded to give up its annual conference aimed primarily at "selling" public relations to businessmen, in favor of a 3-way merger arrangement.

Decision was to combine forces with the 1951 version of an annual Agriculture-Business Day sponsored by the San Francisco Chamber of Commerce (and aimed at promoting better relations with the city's agricultural surrounding areas), and an affair planned by the Farm-City Relations Committee. The latter, as JOURNAL readers know, is an activity born in agriculturally-rich California, which seeks to bridge the widening gulf of understanding between rural populations and the business-industrial complex of the populous cities. (Later, the Central Valley Empire Association, headquartered at Fresno, California, came in as a co-sponsor representing agriculture.)

Chapter officials recognized that, to a certain extent, such a forced-draft liaison between public relations and the local and national problems of agriculture would be an attempt to carry water on both shoulders. Businessmen in a city such as San Francisco, and the PR people who serve them, obviously have a stake in understanding the problems of rural areas, and having their own problems understood there. But often such matters seem less immediate than others, such as labor, employee understanding, selling the product, etc. Would it be possible to interest the chapter's natural audience in such an intangible-sounding subject?

The answer, after the fact, is–yes and no.

Here are the negative aspects of the "1951 Northern California Agriculture Business Conference," held at San Francisco's Fairmont Hotel April 27th:

1 — Whether because of their work or through lack of interest in the business side of the story, many of the agricultural group headed home after their morning session. The businessmen, for their part, could have made a greater show of interest in the farm story.

2 — The afternoon session, labeled the "Challenge to Business," perhaps had too much of a professional PR slant, with several PR men for industry telling what their companies are doing to win support in the back country, a panel discussing "Public Relations for Survival,"

Brooks Darlington, President of the San Francisco Bay Area Chapter at time of PR conference, chairmaned the meeting's "Challenge to Business" session.

etc. Many non-professionals in the audience probably had insufficient background to appreciate all this fully.

On the positive side, however, this can be said:

1 – W. Howard Chase's luncheon address, "Mobilization–a New Phase of American History," was timely, well-attended and well-received. His note of optimism, although perhaps rose-colored to some, proved refreshing.

2 – Attendance at the discussion sessions, even though restricted by the factors mentioned, was satisfactory overall.

3 – Quality of the talks and panel presentations was high. Some city people may have thought the rural crowd a bit defensive in their attitude, and undoubtedly the latter felt the city people to be ingrown in outlook and insufficiently aware of agriculture's importance. But a lot of these mental blocks were cleared away through the process of getting acquainted and exchanging views and information. A good deal of enthusiasm was voiced, particularly by the rural representatives, for the idea behind the Farm-City Relations project, which counselor Rex Harlow reported as spreading across the nation.

4 – With four speakers plus chairman and panels of four in each session, there was too much platform talk and insufficient audience participation. However, with such a tremendously ramified subject, that was about the only way to hit even the high spots in a single-day conference. Result was a lot of good ideas and information from a lot of good men.

5 – From the chapter's viewpoint, this kind of cooperative activity on this kind of subject is eminently worthwhile on its own merits. It probably should not, however, replace a conference beamed directly at business executives with a view to giving them a better conception of public relations as an essential function of management.

Chairman of the "Challenge to Agriculture" session was long-time PRSA member John Pickett, editor of *California Farmer* and chairman of the Farm-City Relations Committee. The "Challenge to Business" session was chairmaned by Brooks Darlington, San Francisco counsel who was then president of the Bay Area chapter.

Speakers prominently identified with PRSA, in addition to those noted, included G. Stewart Brown, who described the rural relations program he directs for Standard Oil Co. of California; Louis Lundborg, Vice President, Bank of America; Milton Fairman, Borden's PR Director and President of PRSA; and Robert L. Bliss, PRSA's Executive Vice President. Lloyd Graybiel, American Trust Co. Vice President, headed the "PR for Survival" panel. ● ●

Tulane PR Conference

"Because the American people have had a chance to analyze the facts involved in the issue of compulsory health insurance during the past two years,

Horace Renegar, PRSA Southern Vice President who is Director of Public Relations, Tulane University, New Orleans, was chairman of the Second Annual Southern Public Relations Conference sponsored by the University May 8.

Congressional mail today is running three to one against it," Leone J. Baxter, general manager of the American Medical Association's national education campaign, said during the second annual Southern Public Relations Conference held in May at Tulane University.

"Two years ago Congressional mail was running in favor of the plan," Miss Baxter said. "Within the first few weeks of the AMA's grass roots campaign to acquaint the American people with the fact that the voluntary way is the American way of meeting health problems, Congressmen began hearing from home.

(*Continued on page 31*)

Announcing—

Closing Date: June 22, 1951

Eleventh Annual Report Survey

FOR THE JUDGING OF 1950 ANNUAL REPORTS OF AMERICAN INDUSTRIAL CORPORATIONS, AND FINANCIAL INSTITUTIONS

Annual Report Advertisements

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Cover Designs

Preliminary Ratings
Annual Survey Number
July 4, 1951, issue of

Final Oscar Awards
Annual Awards Number
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FINANCIAL WORLD

86 TRINITY PLACE, NEW YORK 6, N. Y.

The Weekly Publication of Record for Dividend Notice and Financial Statement Advertising

Chapter news notes

DETROIT CHAPTER

A double feature by the Detroit Edison Company provided some 100 Detroit Chapter members and their guests with an unusual and varied program for the Chapter's fourth meeting of the 1951 season on April 24th at the Company's headquarters.

From the comfort of Detroit Edison's Sales Assembly Room, the group had an opportunity to watch on special television sets the first television program ever designed as a special report to employees. This "live" telecast was opened by **Prentiss Brown,** the Company's Board Chairman, and was followed with a report by **James W. Parker,** President and General Manager.

In addition to his report to the more than 11,000 Detroit Edison employees on the status of the Company and of the industry, Mr. Parker explained the problems arising from the entry of the Federal Government into the light and power industry.

Following the TV program, Detroit Edison's Sales Department presented a case history of their customer relations program.

Edwin O. George, Assistant Commercial Manager, opened this second part of the evening program with a discussion of the Company's principles of operations and a description of the many services provided by Detroit Edison for its customers.

E. J. Hurley of the Special Services Department explained that in addition to the extra services supplied by Detroit Edison, which include lamp exchange, emergency service, repairs to certain appliances, delivery service and many others, the Company also offers its customers many advisory services. These include home service and farm service.

In discussing this latter service, Mr. Hurley pointed out that "the wired hand has pretty much replaced the hired hand on the farm."

A talk by **Paul L. Penfield,** Advertising Manager, concluded the program. Mr. Penfield described the various methods by which Detroit Edison attempts to keep in touch with both employees and customers. To reach employees, he explained, use is made of pamphlets, letters, employee booklets, and an employee magazine and a pyramid type of supervisor conference programs. To keep customers informed, the Company utilizes direct-mail literature, displays, billboards, tours through the Company's facilities, movies, and talks provided through a speaker's bureau.

NEW ENGLAND CHAPTER

Thomas Holton Hoare, Boston public relations counsel, was elected president of the newly formed New England Chapter of the PRSA at a meeting of thirty New England members of the national society at the Algonquin Club in Boston, April 12th. Pending charter approval by the PRSA Board of Directors, the members also elected a full slate of officers and Board of Directors.

The new officers include **Donald B. McCammond,** Assistant to the Public Relations Director of Monsanto Chemical Company, Everett, Mass., *Vice-President;* **Howard S. Curtis,** Director of Brown University News Bureau, Providence, R. I., *Secretary;* **Stanley F. Withe,** Manager of the Department of Public Education of Aetna Life Affiliated Companies, Hartford, Conn., *Treasurer.*

Named to the Board of Directors (which includes the officers) were: **Clark Belden,** Managing Director of New England Gas Association, Boston, Mass.; **Ten Eyck Lansing,** President of Ten Eyck Lansing and Staff, Providence, R. I.; **Harry A. Oltsch,** Director of Public Relations for Springfield Street Railway Company, Springfield, Mass.; **Lois MacFarland,** Director of Public Relations, Colby Junior College, New London, N. H.; **Virgil L. Rankin,** Director of Boston University School of Public Relations and Communications, Boston, Mass.

Lansing T. Carpenter, Director of Public Relations for the Russell Manufacturing Company, Middletown, Conn., was named as the New England delegate to the National Board of Directors.

SAN FRANCISCO BAY AREA CHAPTER

Newly elected officers of the chapter are: *President*—**Albert G. Motsch,** U. S. Department of Labor; *Vice President*—**Robert D. Ross,** The Pacific Telephone and Telegraph Company; *Secretary-Treasurer*—**C. E. Crompton,** Shell Oil Company. Members of the Executive Committee are: **Joseph W. Fontana,** Foster and Kleiser Company; **Ted Huggins,** Standard Oil Company of California; **Robert W. Jackson,** General Electric Co.; and **Willard Swain,** California & Hawaiian Sugar Refining Corp.

The Chapter's May meeting was held jointly with the California Society of Certified Public Accountants, the discussion subject: "Turning the Public Relations Spotlight on the Accounting Profession."

Speakers and panel members were: *for industry*—**Ralph B. Knott,** Vice President and Treasurer, Fibreboard Products, Inc.; *for business*—**John S. Hamilton,** Secretary-Treasurer, Emporium-Capwell Company; *for banking*—**Marsden S. Blois,** Vice President, Bank of America; *for the CPA's*—**Paul K. Webster,** Haskins & Sells; *Moderator*—**Lloyd E. Graybiel,** Vice President, American Trust Company.

The meeting was opened by CPA President **Claude R. Giles,** who introduced President Motsch of the Bay Area

(Continued on next page)

CHAPTER SECRETARIES

CHICAGO—Hale Nelson, Vice President, Illinois Bell Telephone Co.

COLUMBUS—Nevin J. Rodes, Public Relations Director, Kelly & Lamb

DETROIT—William A. Durbin, Director, Public Relations, Burroughs Adding Machine Co.

HAWAII — William Simonds, Account Representative, N. W. Ayer & Son, Inc.

HOUSTON—Malory McDonald, Director of Public Relations, Missouri Pacific Lines

LOS ANGELES—John E. Fields, Director of Development, University of Southern California

MINNESOTA—Cyril W. Plattes, Manager, Department of Public Service, General Mills, Inc.

NEW ENGLAND — Howard S. Curtis, Director, News Bureau, Brown University, Providence, R. I.

NEW YORK—John V. Tharrett, Community Relations Manager, Bigelow-Sanford Carpet Co.

NORTH TEXAS—John L. Terrell, Manager of Public Relations, Magnolia Petroleum Co., Dallas

ST. LOUIS—Lemoine Skinner, Jr., Lemoine Skinner, Jr., Public Relations

SAN FRANCISCO—C. E. Crompton, Shell Oil Company, Inc.

TOLEDO—Paul W. Kieser, (pro tem) Director of Public Relations, Dana Corp.

WASHINGTON, D. C.—Maurice O. Ryan, Manager, American Hotel Association

Chapter. Executive Secretary **Arthur Sargent** of the CPA Society, a PRSA member, then presented Lloyd Graybiel as Moderator for the panel discussion.

The meeting was marked by forthright statements of problems of the panel members representing business, and with the same type of answer from accountancy. Lloyd Graybiel did an outstanding job as moderator, handling some lively repartee among the panel members, the result being an entertaining and constructive meeting.

WASHINGTON, D.C. CHAPTER

The Washington, D. C., Chapter of PRSA enjoyed an unusual meeting April 12, at the Pentagon Building.

Arranged by **Osgood Roberts,** Chapter member, and Deputy Director, Office of Public Information, Department of Defense, the program started with a briefing by the military on that day's developments in Korea. Spokesmen for the Army, Navy and Air Force narrated the roles which those segments of our military forces played in the past twenty-four hours, then submitted to questioning.

Mr. Roberts then described the operation of the Office of Public Information, and reviewed the smooth interdepartmental functioning which has been achieved since the unification program was inaugurated.

Television, movies and recordings, describing the Korean war, were subsequently shown to the Chapter, and explained by spokesmen for the News Division and the Public Relations Division of the Department of Defense.

A chartered bus was provided for the trip to the Pentagon by the Capital Transit Company. • •

NEW PRSA MEMBERS ELECTED DURING 1951

CHICAGO CHAPTER	4
COLUMBUS	1
DALLAS (NORTH TEXAS)	4
DETROIT	1
HAWAII	2
HOUSTON	8
LOS ANGELES	2
MINNESOTA	5
NEW YORK	41
SAN FRANCISCO	2
ST. LOUIS	1
WASHINGTON	2
MEMBERS AT LARGE	27
TOTAL	100

(Total membership–1057)

ROWLANDSON 1791

"Can't you squeeze it in somehow?"

There are only so many square inches to the page, and so many dollars in your budget. And only five working days in a week.

In getting out a printed message, as with anything else, it is one thing to make the best of what you have; it is another to attempt too much.

We sometimes have to scale down a client's plans to make them conform to the limitations of time and cost. The job is often the better for it. Instead of a scattering of effort there is direction and punch.

Many among our PR and other clients are in no position to "cover the waterfront." If the same is true for you, let us show you where a limited number of dollars and days will do the most good.

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Socony-Vacuum, commissioning Dynamic to produce a film about the Indianapolis Speedway 500 Mile Race, to be shown to dealers, scarcely anticipated the use of it for public relations as well. "The Unfinished 500" was extremely well received by Socony's dealers throughout the country, but of course that was to be expected. The huge extra bonus came when *the film was used as a feature over a large network of television stations,* publicizing Socony products, and receiving wide acclaim from the public!

This is just another example of that extra "PLUS" you get from Dynamic! Whether your work is in employee, industrial, dealer or public relations, you too can get extra value from Dynamic Films. Write today for details.

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POSTINGS

The By-Laws of the Society require that applications for membership be posted 30 days before being submitted to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 525 Lexington Avenue, New York 17.

Active Membership

Howard W. Allen, Director of PR, Johns-Manville Corp. 22 E. 40th St., New York City. Sponsors: Bates Raney and Joseph L. Barrett.

Robert T. Bess, President, Robert T. Bess Associates, 261-269 W. 125th St., New York City. Sponsors: Thomas J. Deegan, Jr., and G. Gordon Biggar.

Edward J. Burman, Co-Manager, Campaigns, Inc., 690 Market St., San Francisco, Calif. Sponsors: Clem Whitaker and Leone Baxter.

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David R. George, Publicity Director, Long Island Rail Road Co., Jamaica Station, Jamaica, N. Y. Sponsors: Thomas J. Deegan, Jr., and Joseph W. Rice.

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Woodrow Johnson, Supervisor of Publications and PR Ass't to the Director of P. and Advertising, Pitney-Bowes, Inc., Stamford, Conn. Sponsors: Frederick Bowes, Jr., and James L. Turrentine.

John C. Lloyd, Director of PR, National Lead Co., 111 Broadway, New York City. Sponsors: J. L. Barrett and Bruce Watson.

James Robert Massey, PR Manager, International Harvester Co., Memphis Works, P. O. Box 268, Memphis, Tenn. Sponsors: Ernest B. Stewart, Jr., and Ed Lipscomb.

Robert N. Page, Ass't Director of PR and Editor, *Reynolds Review,* Reynolds Metals Co., Third and Grace Sts., Richmond, Va. Sponsors: Keen Johnson and M. E. Benson.

Cornelia Plank, Director of PR, Community Chest and Health and Welfare Federation

(*Continued on page 30*)

A Million Words Are Fighting Yours to Reach This Narrow Gateway . . .

THE PUPIL OF THE HUMAN EYE is about one-sixth of an inch in diameter. Yet nine-tenths of all that moves the mind of man must go through it. Daily, words by the million fight to gain and pass this tiny aperture. For only by passing through it can a word really become a *Word;* until then, it is merely ink lying dead upon a page.

If the eye were inert, unselective, and forced to admit whatever words came first or were printed biggest, this would be an intolerable situation. As it is, it is perilous enough for the man with a real message to turn to paper-and-ink. For his most carefully chosen words run a heart-breaking risk of being lost in the greatest traffic jam of would-be communication in history — all directed at the same four-millimeter circle of crystalline lens.

Fortunately for the intelligent user of print, the eye is alive and selective. Instinctively, it rejects the badly-proportioned and selects the well-arranged. Habitually, it pays first attention to print which invites by the very appearance of interest and ease. In this, the eye weighs — subconsciously but instantly and unerringly — a great number of factors: design, paper, color, type-face, illustration, margins — even fine points of craftsmanship which the conscious mind could never identify as such.

In the struggle of words for admission to the eye — through which alone they can achieve any effect — fine printing *always* gets words their chance to be read.

Perhaps you would like to see our current "Job of the Month," a discussion of Public Relations by Earl Newsom, which is available to you upon request.

The Printing House of

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[*A Division of Geffen, Dunn & Company*]

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New Western Union telegraph rates affect press release distribution

PRSA members may benefit from June 1 changes

Recently the national PRSA headquarters explored with fellow-member George P. Oslin, Publicity Director, The Western Union Telegraph Company, the subject of telegraph press rates for news releases transmitted to newspapers and radio stations. Mr. Oslin's reply is reproduced here in full as it carries information of new telegraph rates which become effective for interstate messages on June 1.

"Thank you for your letter of May 2nd requesting comments on the suggestion by one of our PRSA members that telegraph press rates be applied to publicity stories sent to newspapers and radio stations. I should like the member who made the suggestion to have the facts on this subject, and, if you can do so, to have them given to the other members also. The facts will be good news to them!

"Unlike any other private concern, Western Union has for about a century made a generous contribution to the press in the form of special rates. This concession dates back to the time when the American press needed help to insure broad and general dissemination of news in the public interest. In this way Western Union has aided the growth and freedom of the press. The press is the only user of telegraph service enjoying special rates; all others pay regular commercial telegraph rates, including the United States Government which only recently was required through Congressional and Federal Communications Commission action to likewise pay regular commercial rates.

"Western Union has filed new rates, to provide a cost-of-living wage increase to its employees, and has asked that the rates become effective for interstate messages on June 1. Under the new schedule, press dispatches would no longer continue to receive one-third and one-sixth of the regular telegraph rates. Day press messages would be charged for at one-half, and night press messages at one-fourth of the full rate charge.

"The test of whether a story is news and is entitled to press rates is applied by the newspaper or radio station itself. If the newspaper or radio station considers it news, it is, of course, willing to accept the story collect and pay for it. If the telegraph company ever attempted to handle material other than news under press rates, it would be overwhelmed with people in all lines of business wishing to have press rates apply to all kinds of messages relating to publicity, advertising, sales promotion and what have you. The result would not only be chaotic but invite either economic disaster for Western Union or subsidization by the general public through the higher rates they would have to pay.

"Now here is the good news. Under the new rates Western Union will depart for the first time in 100 years from the 10-word telegram minimum. The public will be entitled to 15 words instead of 10 in telegrams, and 50 words instead of 25 in Night Letters, representing increases of 50% and 100% respectively in minimum word allowances. Many messages will cost less than they do now because of these increased word minimums.

"Western Union now has two low-cost services that are ideal for use by public relations people in sending releases to the press, the Day Letter and the Night Letter. Under the new rate schedules, reductions in additional word rates will apply to the Day Letter and Night Letter.

"The result is that public relations people actually will be able to send news releases by Day Letter at a substantially lower cost than at Day Press rates. The lower cost is substantial even for 200 words sent a short distance and becomes greater as the wordage and distance increases.

"The Night Letter presents an even more economical means of handling news releases when overnight handling is satisfactory.

"If further information is desired, please do not hesitate to let me know." ● ●

Welcome to new members

The Executive Committee of the Public Relations Society of America is pleased to announce the following elections to Society membership. (Complete addresses given in "Postings," May JOURNAL.)

Active Membership

Mark Egan
Robert L. Barbour
James J. Dorais
Norman Gallman
Jesse Gordon
Walter F. Merkel
Arthur B. St. Pierre

Associate Membership

Franklin Greene
Donald P. Howe
Louis F. Laun
David Skylar

Will not make you dance and sing!

● *Nor will it put a wave in your hair, pep in your personality, or your picture in the paper!... But a postage meter stamps your mail more quickly, neatly and efficiently... saves licking and sticking adhesive postage stamps—and saves mailing time too!*

● And with the DM, even the smallest office can have metered mail. Takes little more space than your telephone, but it's a real postage meter.

● It supplies postage at all times, any amount needed, for any kind of mail... *prints* stamps and a dated postmark directly on the envelope—and a small ad, if you like... Protects postage from loss, theft, damage... keeps its own records.... Has a built-in moistener for envelope flaps... supplies postage for parcel post... more than pays for itself in convenience and satisfaction.

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Postings

(*Continued from page 28*)

of Allegheny County, 519 Smithfield St., Pittsburgh, Penn. Sponsors: W. Everett McLaine and R. Fullerton Place.

Harry G. Remington, PR Manager, Investors Diversified Services, Inc., 200 Roanoke Bldg., Minneapolis, Minn. Sponsors: Erle B. Savage, Jr., and Don Short.

Donn Sutton, PR Counselor, Borg-Warner Corp., 310 South Michigan Ave., Chicago, Ill. Sponsors: Earle Ferris and C. E. Carll.

David B. Whalen, Partner, The Whalens–Publicists, 502 Park Ave., New York City. Sponsors: Ben Barkin and Max H. Jacobs.

Muriel Wright, President, Muriel Wright Associates, 41 Castle Frank Rd., Toronto, Ontario, Canada. Sponsors: William E. Austin and Herbert Richardson.

Associate Membership

Frank H. Berfield, PR and Advertising Director, Wallace E. Johnson, Inc., 875 Rayner St., Memphis, Tenn. Sponsors: Ernest B. Stewart, Jr., and Ed Lipscomb

George R. Merchant, Secretary and Ass't Treasurer, The New York Air Brake Co., 420 Lexington Ave., New York City. Sponsors: T. J. Deegan, Jr., and Gordon Biggar.

Don Sweeney, PR Representative, General Petroleum Corp., 612 South Flower St., Los Angeles, Calif. Sponsors: Burns W. Lee and Harriet S. Crouse.

Associate to Active Membership

Robert W. Mennel, Director of PR, The Oliver Corp., 400 W. Madison St., Chicago, Illinois.

J. D. Sykes, Vice President, Ralston Purina Co., 835 South Eighth St., St. Louis, Mo.

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68 William Street, New York 5
WHitehall 3-6770

Tulane PR Conference

(*Continued from page 25*)

As a result, government medicine lost support in Congress and the first objective of the campaign–stop legislation–was accomplished."

"Today," she emphasized, "the only way legislation can be re-introduced would be through the backdoor route or under the guise of 'emergency legislation.' Both are being attempted."

Approximately 200 public relations officials throughout the South and Mississippi Valley, and professional men, businessmen and industrial leaders of the same area attended the conference. Program arrangements were under the direction of Horace Renegar, PRSA Southern Vice President who is Director of Public Relations at Tulane. Theme of the conference was "Public Opinion –You Can Do Something About It."

Commenting on the AMA's campaign, Clem Whitaker, director of the group's campaign, said that the most significant aspect of the campaign was that the doctors worked out their own salvation.

"The crusade the doctors have made to save the great medical care system of this country from political debasement, and the right to defend their right to practice in freedom, has been successful because of their own efforts –because they loved liberty enough to work and fight for it," he said.

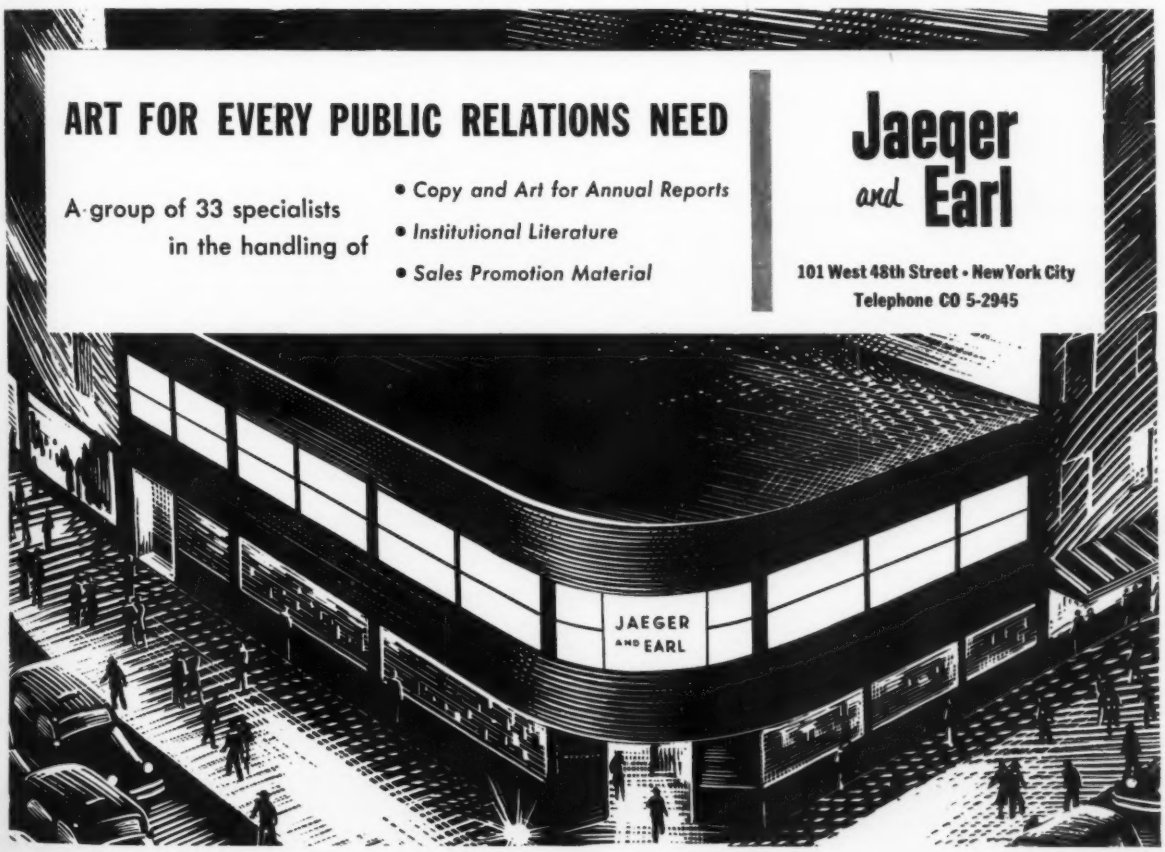
PRSA's Executive Vice President Bliss (left), and President Fairman, and Richard Rich, President, Rich's Inc., Atlanta, were speakers at the Southern PR Conference at Tulane University.

Addressing the conference on public opinion and merchandising, Richard Rich, president of Rich's Inc., department store of Atlanta, said that participation in civic affairs by its employees and directors is the backbone of any company's public relations program. This is in line with the sound business philosophy that "to be a good leader in a community, a company must first be a good citizen," he said. "What better way to demonstrate citizenship than by active membership and leadership in civic affairs by employees."

Other addresses were presented by John L. Mortimer, Director of Public Relations, Southwest district of U. S. Steel, who presented the public relations program on the local and national levels of the company; and Milton Fairman, PRSA President and Director of PR, The Borden Co., who projected some problems of management in the defense economy with which all PR people must concern themselves.

Edward Whittlesey, Director of PR, University of Florida, presided over an audience participation panel which featured $64 PR questions and problems–asked by the audience and answered by the panel of speakers.

Robert L. Bliss, executive vice-president of PRSA, summarized the conference during the final session. • •



THE HOPPER

Capitalism

I will agree that the *Funk & Wagnalls* definition of capitalism is not correct now, but I certainly disagree with the inference contained in the last paragraph in your editorial on the subject in the April JOURNAL. If your inference is correct, how can you explain the fact that at one time over 80% of the wealth was controlled by less than 10% of the people?

H. E. McEVOY

Omaha, Nebraska

The *Funk & Wagnalls* definition of capitalism—"a system that favors the concentration of capital in the hands of a few"—is undoubtedly correct so far as the majority of countries have been and are concerned—but it is not true of American capitalism.

Why not, then two definitions, "capitalism" and "American capitalism," but extend the "American capitalism" definition to read, " a system which provides opportunities to individuals to save money to invest for the creation of further wealth; a system in which the profit is, historically, commensurate with the risk of the venture."

J. L. S. SCRYMGEOUR

Detroit, Michigan

Manila students need PR material

My public relations students at the University of Santo Tomas are eager and very anxious to read the JOURNAL.

I would appreciate any literature on the subject of public relations you may have in your office, or PRSA members are able to send us.

DIONISIO K. YORRO

Public Relations Officer
Manila Bulletin
P.O. Box 769
Sta. Cruz., Manila

Seeing the trade press grow has been one of the satisfactions of running this business library for twenty-five years. Your magazine since its development has been a chief stand-by.

MARIAN C. MANLEY

Business Librarian
The Public Library of
Newark, New Jersey

"Rank-size rule" informative

I was particularly interested in the article "The mathematics of big and little business" in the April JOURNAL. The rank-size rule was completely new to me and I found it fascinating, although somewhat difficult to explain to myself.

ROLAND P. SOULE

Vice President
Irving Trust Company
New York City

The piece by Professor Stewart in the April issue was most interesting, and I hope there will be more of this type of informative and provocative articles . . . The JOURNAL can do a great deal to advance professional standards and knowledge by culling the best of such developments for its readers.

TEN EYCK LANSING

Public Relations Counsel
Providence, Rhode Island

The JOURNAL really looks good, and it is good. Surprising the number of favorable comments I have heard from non-members.

DON SHORT

Public Relations Counsel
Minneapolis, Minnesota

JULY-AUGUST JOURNAL ISSUES COMBINED

According to custom, one "summer" issue of the JOURNAL will be published — the July-August number, mailed to subscribers July 20. Monthly issues resume September 1, with two numbers in December, the added one being the Annual Meeting Issue.

PRSA
FOURTH ANNUAL CONFERENCE

"the national public relations event of the year"

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HARVARD GRADUATE '47, Social Relations; graduate work Sorbonne, Paris; Louisiana State University; age 26; married; fluent French; creative thinker; writing ability; sensitive to people; desires position U. S. or foreign. Box F-6.

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Is There a Doctor in the House?

We dropped by The Shamrock Clinic the other morning to look over the routine health reports on our employees. Every member of The Shamrock family gets a thorough check-up when he or she joins us, and receives periodic examinations thereafter to assist in maintaining our folks in the best of health.

As we walked in, we recognized one of our guests just taking his leave, shaking hands warmly with our house physician.

"Doc," he said, "I couldn't leave without stopping by to thank you once again; my family and I will be forever grateful that you met our emergency so promptly and well. You don't know what it means to have a man like you to call on when you're hundreds of miles from home and your own family physician.

When our guest had gone, we couldn't conceal our curiosity any longer.

"Doctor," we said, "if we're not asking questions out of school, what . . . ?"

☆ ☆ ☆

Seems that the guest's wife and daughter were with him on his visit to The Shamrock. The little girl had a bad cold when they arrived. It worsened and at 2 o'clock one morning, the child became critically ill. Desperately the father called the operator . . . in a matter of minutes, our house physician was at the little girl's bedside . . . in less than an hour, she was under treatment in our clinic, attended by a specialist who had been summoned to the case, and by our competent registered nurse. We've since learned that this speedy attention to the case prevented what might have become, in the modest lingo of the doc, "a rather complicated situation." The child responded rapidly to treatment and she bounced back to good health in a jiffy, we learned.

☆ ☆ ☆

Fortunately, need for medical attention arises infrequently among a hotel's guests; but when it does, perhaps no service that a hotel can render becomes more vital. And when it is rendered quickly, capably, sympathetically . . . no service is more appreciated.

We at The Shamrock know that and we planned accordingly. The Shamrock Clinic is a complete hospital, equipped for any medical emergency, competently supervised by our physician and his staff, always available to our guests and our own organization.

As a matter of fact, our clinic affords hospital and medical facilities that are comparable to those serving entire small communities and it enables The Shamrock to afford skilled attention in emergencies without hazardous delay when time saved may be the difference. Further, it makes possible those first and often crucial measures of treatment that gain time when more extensive facilities of Houston's nearby Medical Center may be required.

In a self-contained "community" like The Shamrock, with its thousands of guests and its hundreds of employes, our clinic is a little known but highly essential department of our hotel "municipality" . . . one you'll probably never have occasion to visit, but one that makes all of us at The Shamrock feel easier about our guests and their welfare.

☆ ☆ ☆

Yes, at The Shamrock . . . "there IS a doctor in the house."

A Shamrock Short Story

WRITE THE SHAMROCK, HOUSTON, FOR DETAILS OF THE ALL-INCLUSIVE SUMMER VACATION PLAN, IN EFFECT FROM JULY 1 THROUGH SEPTEMBER 3

An advertisement of The SHAMROCK, Houston

52 PRINTED IN U. S. A.
Charles Francis Press

Cotton..

Glutton for Punishment

Photo Courtesy of U. S. Army

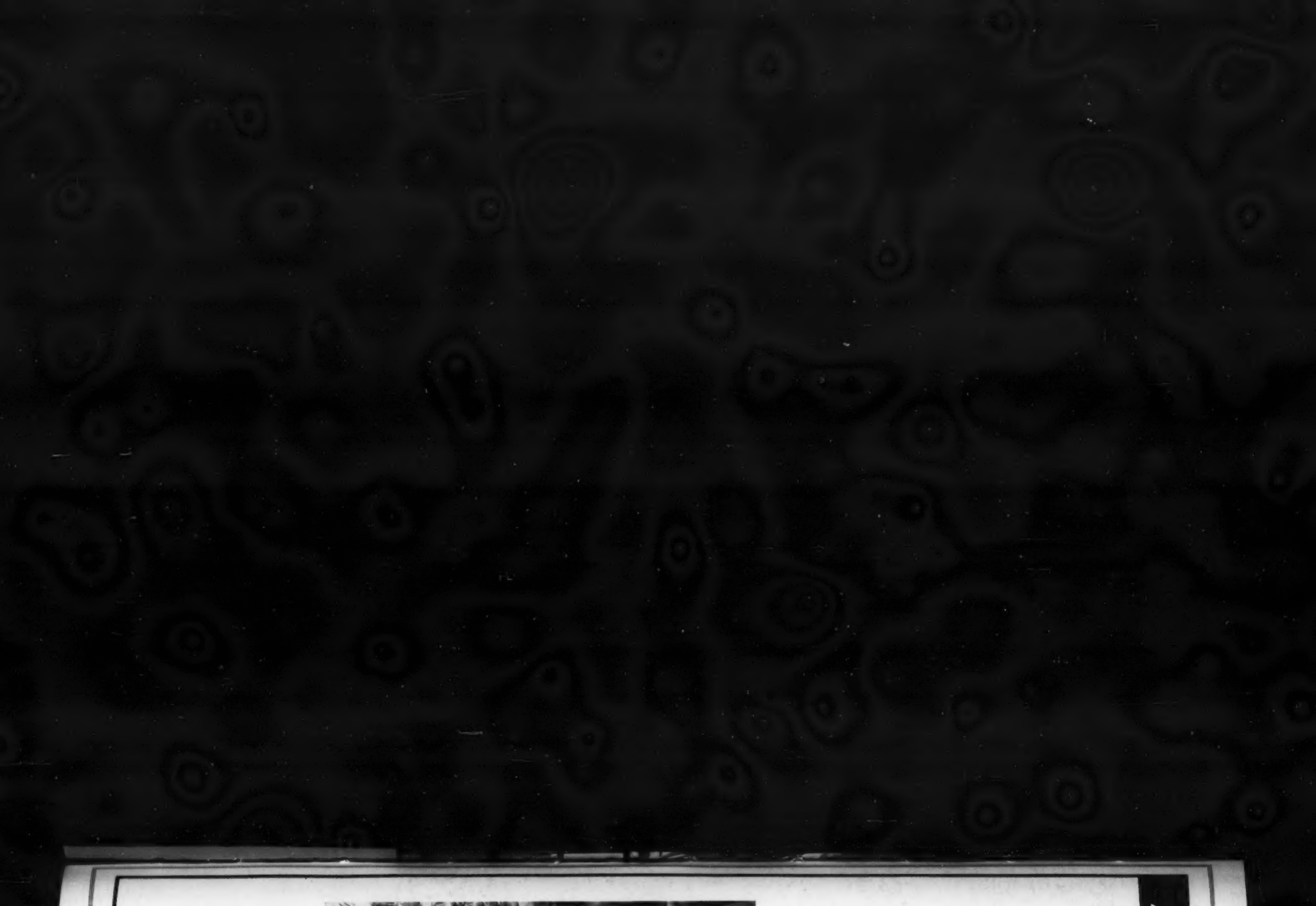
You're a tired and weary Joe out there grubbing around for your stuff in that mess of cotton duffle bags and shell-splintered palm trees. You think you've been "taking a beating?" Then look at those bags.

Rough handling isn't the word for what they got. Jerked up from the hold of a transport . . . dumped aboard an LCM . . . thrown into the back of a G. I. truck . . . dumped among the palm stumps . . . dragged across the ground . . . and that's only a starter.

Brother, what gluttons for punishment! That's cotton for you. Tough, durable . . . cotton can take it.

That's why the Armed Forces use so many types of cotton containers . . . barracks bags, flour sacks, mail bags, lister bags, cargo bags for dropping supplies and ammunition to paratroops . . . cotton bags for literally scores of purposes. That's also why, at home, bags are one of the three largest civilian markets for cotton.

These are facts we want the country's leading PR men to know about the country's leading fiber.

—NATIONAL COTTON COUNCIL

EVERY U. S. Fighting Man Uses Cotton EVERY DAY